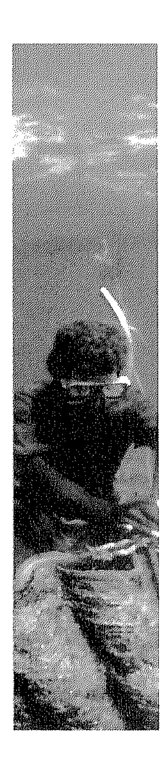
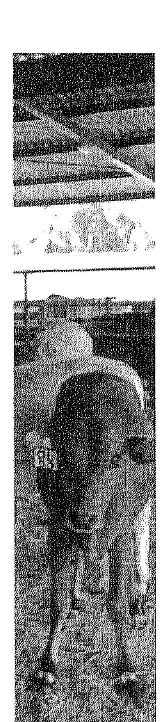
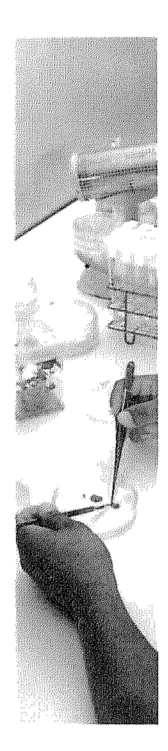


MILESTONES OF RENEWAL

A Journey of Hope and Accomplishment











CGIAR Policy Statements
by
ISMAIL SERAGELDIN



Milestones of Renewal

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Consultative Group on International Agricultural Research



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LIST OF ACRONYMS

CGIAR	Consultative Group on International Agricultural Research
FAO	Food and Agriculture Organization of the United Nations
GATT	General Agreement on Tariffs and Trade
ICW	International Centers Week, CGIAR
IFAD	International Fund for Agricultural Development
MTM	Mid-Term Meeting, CGIAR
NARS	National Agricultural Research Systems
NGO	Non-Governmental Organization
ODA	Official Development Assistance
OECD	Organization for Economic Cooperation and Development
SPAAR	Special Program for African Agricultural Research, World Bank
TAC	Technical Advisory Committee, CGIAR
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
WANA	West Asia and North Africa

CGIAR CENTERS

CIAT	Centro Internacional de Agricultura Tropical
CIFOR	Center for International Forestry Research
CIMMYT	Centro Internacional de Mejoramiento de Maiz y Trigo
CIP	Centro Internacional de la Papa
ICARDA	International Center for Agricultural Research in the Dry Areas
ICLARM	International Center for Living Aquatic Resources Management
ICRAF	International Centre for Research in Agroforestry
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
IFPRI	International Food Policy Research Institute
IIMI	International Irrigation Management Institute
IITA	International Institute of Tropical Agriculture
ILRI	International Livestock Research Institute
IPGRI	International Plant Genetic Resources Institute
IRRI	International Rice Research Institute
ISNAR	International Service for National Agricultural Research
WARDA	West Africa Rice Development Association

FOREWORD

The Consultative Group on International Agricultural Research was formally established on May 17, 1971 under the cosponsorship of the World Bank, FAO, and UNDP, in association with nine governments and the Ford and Rockefeller Foundations, to support and expand the work and impact of four international agricultural research centers. UNEP is now a fourth Cosponsor, and the CGIAR's membership has risen to fifty-two, including sixteen from the South, supporting a network of sixteen international agricultural research centers.

The founding members of the CGIAR formulated a set of principles and priorities that would make it possible for the productivity increases of the green revolution to be spread beyond South Asia, where its benefits were first felt.

Today, as it rounds off a quarter century of effort and achievement in a more difficult and complex situation, the CGIAR is poised to rise to the much greater challenge of promoting the creation and mobilization of sustainable technologies in the global battles against poverty, hunger, and environmental degradation.

As Cosponsors of the CGIAR, we have been pleased to note that, in preparation for the array of tasks that lie ahead, the CGIAR underwent a program of renewal which sharpened its vision, revitalized its operations, re-energized its scientists, and reshaped its relationships with a broad range of partners.

How that renewal program was shaped, and how its results can enable the CGIAR to function even more effectively than before as an instrument of development, is at the heart of the policy statements recorded in this publication.

It is, therefore, a compendium of interest and importance to all practitioners of development.

CGIAR Cosponsors

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Agricultural Research and Extension Group
World Bank

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INTRODUCTION

The policy statements that appear in this compilation were delivered by Ismail Serageldin, Chairman of the Consultative Group on International Agricultural Research and the World Bank's Vice President for Environmentally Sustainable Development, at the CGIAR meetings held during the eighteen-month program of renewal launched in May 1994 and completed in October 1995. They reflect both the substance and process of renewal through which the CGIAR System prepared itself to confront the new and complex challenges of today and the coming century.

The CGIAR, established in 1971, is an informal association of governments, international and regional organizations, and private foundations that supports a network of sixteen autonomous international agricultural research centers. Productivity and natural resources management are the twin pillars of CGIAR research on food crops, forestry, livestock, irrigation management, aquatic resources, and food policies; and in its services to national agricultural research systems in developing countries. The mission of the CGIAR is to contribute, through its research, to promoting sustainable agriculture for food security in the developing countries.

The contribution of CGIAR research centers to alleviating hunger and poverty is widely acknowledged. Norman Borlaug, the originator of the dwarf varieties of wheat that sparked off the green revolution, received the Nobel Prize in 1970. Five former CGIAR alumni (John Niederhauser, Robert Chandler, M. S. Swaminathan, Hans Herren, and Henry M. Beachell) and one current Center scientist (Gurdev Singh Khush) have each been awarded the World Food Prize. The CGIAR was awarded the King Baudouin International Development Prize by Belgium in 1980.

Despite this record of achievement, a crisis of confidence seeped through the CGIAR in the 1990s. By 1994, the most widely recognized aspect of the crisis was a significant decline in funding for the core research agenda, as well as the direction of funds to projects outside of the agenda, since 1992. The decline was expected to persist in 1994 and 1995, thereby threatening the continuity, integrity, and effectiveness of research at the CGIAR Centers. Behind the financial factor, however, there were a

number of other uncertainties that reached into the vision, programs, governance, and approach of the CGIAR System. While the strengths of the System remained firmly in place, weaknesses needed to be dealt with.

At this point, a new Chairman, Ismail Serageldin, assumed leadership of the CGIAR. Building on what had already been done to grapple with elements of the crisis, he challenged the Group to undertake a coherent program of revitalization, covering all aspects of the CGIAR System. The Group responded positively, fully committing itself to meet the challenge.

It was against this background that the CGIAR launched a renewal program to "clarify its vision, refocus its research agenda, create greater openness and transparency, strengthen its partnerships, ensure its efficiency and effectiveness, and tighten its governance and operations." The renewal program was characterized by five milestones: the 1994 Mid-Term Meeting in New Delhi, International Centers Week 1994, a Ministerial-Level Meeting held in Lucerne, Switzerland in February 1995, the 1995 Mid-Term Meeting in Nairobi, and International Centers Week 1995. To reach and pass each milestone, the Group was required to complete a specified set of tasks and responsibilities [see "Milestones of Renewal" page ix].

International Centers Week 1995 was the fifth milestone on a "journey of renewal" which Mr. Serageldin described at the Nairobi Mid-Term Meeting (May 1995)—the fourth milestone—as "a journey of hope, a journey of excitement, and, most of all, a journey of accomplishment."

The fifth milestone represented both an end and a new beginning. Beyond the fifth milestone, participants at ICW95 agreed, were new journeys, new opportunities, and new challenges. By common agreement, the renewal program equipped the CGIAR System to move forward—"with a greater degree of confidence than before, but not over-confidence"—in association with new and old partners, toward the goal of a healthier, more viable South.

Almost every aspect of the CGIAR was affected by the renewal program. Perhaps the most notable feature of the renewal is that the CGIAR has been transformed from an aggregation of Members whose vision and generosity supported agricultural research for food abundance in the South to an enterprise that is well on the way to being a fully integrated South-North enterprise based on a shared vision. Sixteen developing countries are now CGIAR Members. There were none at the founding of the CGIAR. And at ICW95 the CGIAR welcomed its first Member from Eastern Europe—Romania.

Mr. Serageldin's addresses represent the hopes and aspirations of the CGIAR. They constitute both a historical record of change as well as a case study of how change was brought about in the CGIAR. They serve as a useful reminder, as well, that all institutions, however well-established, need to replenish their strengths periodically if they are to remain vibrant and effective.

Michel Petit
Chair, CGIAR Finance Committee

Paul Egger
Chair, CGIAR Oversight Committee

Wanda Collins
Chair, CGIAR Committee of Board Chairs

Lukas Brader
Chair, CGIAR Center Directors Committee

MILESTONES OF RENEWAL

I. The New Delhi Consensus, Mid-Term Meeting, May 23-27, 1994
- A strong signal of confidence and commitment sent to the Centers.
- Agreement reached that the research agenda must drive the budget and not *vice versa.*
- Special program to stabilize funding endorsed.
- Commitment to strengthen governance.
- Eighteen-month timetable for renewal adopted.

II. International Centers Week, Washington, DC, October 24-28, 1994
- Short-term financial stability secured.
- New research directions explored.
- New modes of decisionmaking introduced.
- Preparations for the third milestone endorsed.

III. Ministerial-Level Meeting, Lucerne, February 9-10, 1995
- Highest-level meeting since the Bellagio Conference, 1971.
- Role of agriculture and agricultural research in sustainable development reaffirmed.
- Strong South-North support for the CGIAR; Southern membership grows.
- *Declaration and Action Program* adopted, with guidelines on:
  — Broader Partnerships
  — The Research Agenda
  — Governance
  — Finance
- Groundwork laid for the CGIAR to be a fully South-North enterprise.

IV. Mid-Term Meeting, Nairobi, May 22-26, 1995
- New rhythm of meetings inaugurated; 1996 research agenda adopted.
- Funding target for 1996 research agenda approved.
- Governance strengthened; role and form of new Impact Assessment and Evaluation Group decided.
- Progress made toward broadening partnerships with NARS, NGOs, and the private sector.
- Funding prospects strengthened.

V. International Centers Week, Washington, DC, October 30 - November 3, 1995
- Final adoption of new or renewed structures, procedures, and programs.

January 1996—The Renewed CGIAR in Place





I. CRISIS CONFRONTED: THE JOURNEY BEGINS

Chairman's Opening Address at the CGIAR Mid-Term Meeting
New Delhi, India
May 23, 1994

It is a privilege for me to address you today. I have assumed the chairmanship of the CGIAR only since January. I consider it an honor to have been entrusted with this mandate, following, as I do, in the steps of many distinguished predecessors who have set very high standards that I will try to live up to.

It is a privilege to join the CGIAR, which has made so many contributions to improving the prospects of the world's poor by making basic foods abundant and inexpensive. I am honored to have been chosen Chairman of the CGIAR as it enters this new phase of its existence, where new challenges in natural resources management—including forests, fresh water, soils, coastal zones and the sea—await us. Old challenges ably met in the past, increasing productivity in the face of ever increasing population pressure, and maintaining the biological diversity of the crops that humanity depends on, remain barely at bay and require continuing effort and vigilance.

WE MUST ENGAGE THE INTERNATIONAL COMMUNITY IN THE DEMANDING AND UNREMITTING TASK OF MEETING THE CHALLENGE OF FEEDING A WORLD WHERE A BILLION PEOPLE GO HUNGRY TODAY AND TO WHOSE POPULATION WILL BE ADDED ANOTHER BILLION OVER THE NEXT DECADE.

These challenges come at a time of tightening budgets everywhere. Resources are scarce. Efficiency and effectiveness in the use of the CGIAR's resources must remain our watchwords. Much has already been done to streamline and adjust to leaner times. Many important programs have already been pared to the bone. I salute these efforts and sympathize with you for the difficult decisions that so many of you have had to make over the last few years. But the mission of the CGIAR is too vital to be sidelined by budget discussions. It should be the research agenda that drives the budget, not the other way around.

We must, within the realistically available and mobilizable resources, strive to maintain the thrust of our efforts. We must engage the international community in the demanding and unremitting task of meeting the challenge of feeding a world where a billion people go hungry today and to whose population will be added another billion over the next decade. A world that

will have to feed 10 billion people by 2050, the challenge of global hunger, sustainable development, and sound resources management requires much in terms of policies, institution building and investment. But it will most certainly require the results of serious research done today in order to meet the challenges of tomorrow. For that essential part of the equation, the CGIAR remains the single most effective tool available to the world community.

My intervention today will cover a wide range of issues. First, I will review the status of the CGIAR today and what I believe we must do about it. Here I would like to address the current crisis, the strong signal we need from these meetings, and what the World Bank is willing to do for the CGIAR and for the national agricultural research systems.

Second, I propose launching a process of renewal. Here I will address issues of governance, focusing the agenda, and articulating the vision.

I will conclude with a clear series of steps that we must take if we are to achieve the profound renewal of the CGIAR that we seek.

A TIME TO ACT

The System in Crisis

I started my tenure by going to the heart of the CGIAR System—the Centers—to visit with and listen to the researchers. The *raison d'être* of the System is to make possible their work. To date, I have visited several Centers and the picture is alarming. The sustained financial crisis and the conditions of uncertainty and perceived lack of support have been extremely corrosive.

I know that outstanding efforts have been made in the past few years. My predecessor, Mr. Rajagopalan, working with Cosponsors, Members, Directors General, and the Technical Advisory Committee, has done an outstanding job under very difficult circumstances by facing up to the crisis—trimming the fat, focusing the agenda, and restructuring the System by merging four Centers into two. Nevertheless, if the System is now much leaner and more focused than it was before, the crisis has not abated.

There is real risk that we are now cutting into the bone and can irretrievably damage future prospects of agricultural research. The researchers at the Centers are demoralized. The best among them are beginning to leave the System. The downward spiral associated with the last three years

must be reversed if we are not to damage irreparably one of the few effective means the international community has put into place to help agriculture in the developing world.

The crisis is not just one of inadequate funds. The crisis is as much of governance and management as it is of finance. The loose, unstructured form of the CGIAR has worked extremely well in its long period of growth. Uncertainty of funding simply meant uncertainty about the following year, or when and how to bring on line new activities being considered.

The basic agreed agenda was funded. The degree of expansion was the question. That, of course, is no longer the case. When the System had to cope with reducing budgets, it became clear that the unpredictability of funding undermined effective management in the Centers and undercut the effective funding of the core research agenda collectively agreed to at International Centers Week. The duplications and overlaps in the System resulting from a lack of clarity as to whether we are funding programs of work or funding individual Centers has become intolerable. Change must come. We must introduce transparency, accountability, and predictability in the System. This will require changing the old ways of doing things.

Thus, the nature of the current crisis is two-pronged: an immediate funding crisis that is sapping the morale of researchers and threatening the continued effectiveness of the System; and the more profound, longer-term problem of governance and management. We must tackle both together. One without the other will not be viable.

We need to attack this crisis in three ways. First, we must send a strong signal of our commitment to the renewal of the System. This must be done now. Second, and closely related, we must stabilize the funding and operations of the System for the next eighteen months. This will give us time to rework the basic underlying governance and management issues and obtain the requisite consensus around them. Third, and essential to achieving that renewal, we must effectively articulate a vision of the System into the twenty-first century that resolves these problems, recognizing the changing world in which the CGIAR exists and the diverse contributions of many different participants on the world scene.

What was appropriate in the past is not necessarily appropriate for the future. Renewal does not mean continuation of past practices. Change, however, must be guided by a vision, a sense of purpose, and a framework that will help translate that vision into reality. We must obtain the

rededication of the international community at the highest levels for a renewed CGIAR. My views today are the result of extensive consultations with the Cosponsors, Members, TAC, the Oversight and Finance Committees, Center Directors and the Chairs of the Boards of Trustees, as well as the Secretariats in Rome and Washington. The consultations were both informal and formal. I am, therefore, hopeful that my remarks will respond adequately to a wide range of perspectives on what needs to be done and will garner the consensus of this assembly in support of the actions that we need to take now.

WHAT WAS APPROPRIATE IN THE PAST IS NOT NECESSARILY APPROPRIATE FOR THE FUTURE. RENEWAL DOES NOT MEAN CONTINUATION OF PAST PRACTICES. CHANGE, HOWEVER, MUST BE GUIDED BY A VISION, A SENSE OF PURPOSE, AND A FRAMEWORK THAT WILL HELP TRANSLATE THAT VISION INTO REALITY.

A Strong Signal

The description I have given of the System at the working level should cause us all the utmost concern. This is not an unduly alarmist view. It is shared by all who are familiar with the situation. They are unanimous in their expressions of concern. The question is what we are going to do about it. Therefore, I am requesting this assembly not to leave New Delhi without making a series of important decisions—decisions we will commit ourselves to implement expeditiously as soon as we return to our home offices.

We must send a strong and unambiguous signal to the entire System as to where we stand. This signal must have two components. First, we must stop this drift and uncertainty that is sapping the morale of the scientists. We must send them a strong message of our commitment to the System and its goals. This must be given now. It must be a signal that will enable researchers in the field to focus on their work programs with redoubled vigor, secure in the knowledge that the System is not losing the confidence of the Members; that there is a vision—shared by the stakeholders and responsive to the needs of our ultimate clients, the farmers of the developing countries—which the community is willing to support; that the purpose of the research is valued; and that the commitment to excellence is sustained unimpaired.

I am, therefore, asking you all to make a declaration of support in terms of funding the CGIAR that will indicate the erosion is over. I will be asking a number of you to address this point, today and in the days ahead.

Second, we need to send out an equally clear signal that it is not going to be business as usual. The CGIAR needs to introduce discipline in its operations requiring some changes in governance that will affect Members and Centers

alike. The watchwords of this change must be efficiency and effectiveness, because the System as a whole is more than the sum of its parts.

These changes must be directed at introducing predictability in funding and resource management, coupled with transparency and accountability. They must create a system of governance capable of making choices between well-articulated options and ensuring that the core research agenda, once arrived at and endorsed, is adequately funded before resources are diverted to other projects.

The links with NARS need to be turned into real partnerships. The voice of the ultimate client, the poor farmer, needs to be heard.

We must make clear to all not present here how seriously we are committed to this task of renewal of the CGIAR's system of governance, and that this is an inseparable part of our strong and continuing financial support to the System.

The World Bank's Response

Subject to an adequate response from the Members, the World Bank is willing to do a lot to respond to this twin challenge of stabilizing the System's finances and assisting the process of its renewal. Let me outline the full scope of the World Bank's response to the CGIAR's current problems.

First, the Bank will forgive the debts of the CGIAR to the World Bank, which are the result of the Bank advancing funds in excess of the prescribed agreements in previous years. This amount, totaling $5.6 million, is being turned into a grant as an exceptional gesture toward the CGIAR in a period of crisis. It is matched with a decision that the finances of the CGIAR must be put on a firmer footing, and the Bank will not extend any such loans in the future, no matter what the crisis may be. This is a one-time-only gesture.

Second, the Bank is willing to increase its participation in real terms by adjusting upward its declared ceiling of 15 percent of the core funding as currently defined to 15 percent of the core expenditures that match the TAC-recommended and Member-approved program of research. The present such program of research, adopted at ICW93, was costed at $270 million.

This is our way of acting on our stated position that it is the research agenda that must drive the financing, not the other way around. This would significantly expand the amount of Bank support. It reflects a recognition that a number of Members have difficulty in providing unrestricted core funding to

the full amount required and are forced to use different funding programs to provide full support to the agreed research agenda.

To my mind, this change does not violate the spirit of the agreement whereby the Bank would provide 15 percent of the funding for the CGIAR up to $40 million. On the other hand, to the extent that complementary funding is being provided for activities that are not part of the agreed research agenda and work program, the Bank will not recognize these as pertinent and will not include them in its calculation of the base against which the 15 percent would be applied.

Third, if Member support is forthcoming to the core agenda in substantial amounts, the ceiling that the Bank would be willing to go to could exceed the current limit of $40 million. That is clearly a theoretical issue at present until the finances are stabilized and the System is put on a new and sounder footing. However, to the extent that Members are willing to commit themselves to funding a core research agenda of the CGIAR, they will find the Bank an active and ever greater contributor to this worthwhile enterprise.

Fourth, to help stabilize the funding situation in both 1994 and 1995, the Bank will waive the 15 percent rule and commit the present maximum of $40 million to each of those two years.

Fifth, the Bank will maintain its support to the Secretariats of the TAC and the CGIAR at current levels for each of 1994 and 1995.

Sixth, the World Bank is willing to help stabilize the financial situation of the System and ensure that the core research agenda recommended by the TAC and adopted by the Members is fully funded even in the transitional years of 1994 and 1995. The current estimate of the funding gap in the $270 million agenda is on the order of $30 million in each of 1994 and 1995. It is appalling that we could be committing approximately $290 million to the CGIAR and still have $30 million unfunded in the agreed-upon $270 million basic research agenda.

To meet this $60 million gap in 1994 to 1995, the Bank would be willing to consider recommending to its Board that we should fund one-third of this gap in a matching formula up to a maximum of $20 million, subject to Members coming up with their share of the funding, either by reallocating already committed funds from complementary programs outside the basic research agenda to items in the basic research agenda or by allocating new funds to fill the gap.

Seventh, the Bank is ready to play a more active role in stabilizing the funding structure of the CGIAR so that we will be able to have a more predictable system of budgeting and funding, less subject to fluctuations and uncertainty. It is inconceivable to me that we are halfway into the year without the Centers knowing exactly what their budgets are for this year. While fully respecting the constraints each Member has in terms of timing and statutory obligations, we must be able to introduce predictability and precision in the financing and budgeting of the CGIAR.

WHILE FULLY RESPECTING THE CONSTRAINTS EACH MEMBER HAS IN TERMS OF TIMING AND STATUTORY OBLIGATIONS, WE MUST BE ABLE TO INTRODUCE PREDICTABILITY AND PRECISION IN THE FINANCING AND BUDGETING OF THE CGIAR.

I will personally work closely with the CGIAR Finance Committee and its Chair, Mr. Michel Petit, to bring some order to these chaotic finances before ICW. I ask all Members to rise to the challenge of introducing some discipline in funding arrangements, and I hope that I am anticipating your cooperation in this all-important matter.

Without waiting for ICW, if there is sufficient Member support declared here today, and sufficient commitment to the idea of stabilizing the CGIAR's finances in a predictable and meaningful fashion, and working toward the renewal that I have sketched out, then the Bank would be willing to make the contributions that I have outlined, including recommending to our Board of Directors the additional one-time-only effort of funding a third of the $60 million gap on a matching basis up to a maximum of $20 million.

Whether this generous increase of the Bank's financial support to the CGIAR materializes or not is entirely dependent on the actions that you, the Members, will take here in this assembly. At the end of this Mid-Term Meeting I will announce the results, one way or the other, and the CGIAR System will have received its signal. I believe the Bank's position has now been made abundantly clear, and the onus of the decision rests with you.

Strengthening the NARS

Many Members have been concerned that the CGIAR should work more at strengthening national agricultural research systems. One of the CGIAR Centers, ISNAR, is devoted to this task. The rest of the CGIAR System is really devoted to research. Technical assistance and capacity building are different and difficult tasks, even with much larger resources. I think the international agricultural research centers should collaborate with NARS. Indeed, I would elevate collaboration to real partnerships through consortia and other means,

but the CGIAR should not become an all-purpose development tool. It should not take on the task of strengthening NARS in some 100 developing countries. This should be handled by other resources.

To meet this very legitimate concern, I will establish beginning July 1 a new group in the World Bank, to be headed by Mr. Petit, reporting directly to me and working in close collaboration with the Bank's Department of Agriculture and Natural Resources, which as of mid-September will be headed by Mr. Alex McCalla. The primary responsibility of Mr. Petit's new group will be to build the desired bridge between the work of the Centers and the needs of the NARS and national extension services, without which research would not translate to impact on the farms. I propose that the bulk of the funding for the national agricultural research and extension systems come from regular official development assistance funds, including the World Bank's lending program. Mr. Petit and two other senior colleagues working in that group will have primary responsibility for building the bridge between the CGIAR and our regional lending programs.

The problems of strengthening the NARS and extension systems are real. While some national agricultural research systems are incredibly sophisticated and competent and are increasingly taking the lead in a wide range of programs, that is not generally true of the majority of developing countries. I do not believe the real issue is money. It is the national political will to give NARS and extension systems the priority that they deserve.

We at the Bank are willing to reflect that priority by issuing an invitation to the governments of the developing countries. The World Bank would be willing to put up to $500 million of combined World Bank and International Development Association resources annually for each of the next five years, a total of $2.5 billion, to support developing country NARS and extension systems, provided the governments concerned are willing to ask for this support and are willing to make the necessary institutional commitments domestically to strengthen these services.

For many years, national agricultural research systems in many developing countries have suffered from weak institutions, limited commitments from public authorities, and, adding to low morale, insufficient recurrent expenditures and generally low effectiveness of the resources devoted to research.

In recent years, pressures to reduce public expenditures have tended to worsen the situation in many countries. This has led several Members and many developing country officials to either criticize or put pressure on the CGIAR Centers to devote more attention to strengthening their NARS through training, technical assistance, and sometimes even financial support.

Unfortunately, the real issue for the NARS and for those external financiers who are willing to help is, at least partly, the absence of well-prepared research and extension projects suitable for external funding. This absence certainly reflects a lack of political support in developing countries which has much to do with the problem.

If that diagnosis is correct, the problems will not be solved by the over-stretched CGIAR Centers doing a little more here and there with the scarce grant funds available to them. We must develop, formulate, and disseminate a comprehensive strategy of support to and promotion of technology development and diffusion in agriculture. Within such a strategy the specific role of the CGIAR, carrying out research of a genuinely international nature, which it alone can undertake, should be reasserted.

WE MUST DEVELOP, FORMULATE, AND DISSEMINATE A COMPREHENSIVE STRATEGY OF SUPPORT TO AND PROMOTION OF TECHNOLOGY DEVELOPMENT AND DIFFUSION IN AGRICULTURE. WITHIN SUCH A STRATEGY THE SPECIFIC ROLE OF THE CGIAR, CARRYING OUT RESEARCH OF A GENUINELY INTERNATIONAL NATURE, WHICH IT ALONE CAN UNDERTAKE, SHOULD BE REASSERTED.

National research and extension activities must also be supported, but this must be done with resources other than the scarce grant funds available for international research through the CGIAR. This, therefore, is the logic behind my offer of $2.5 billion from the World Bank into strengthening national agricultural research and extension systems over the next five years.

I hope other donors will join us in this enterprise, and that developing country governments will avail themselves of this offer, which, I repeat, requires that they agree to give these agricultural systems the requisite priority and make the necessary domestic institutional and financial commitments to make them the viable instruments that we hope for them to be.

LAUNCHING THE PROCESS OF RENEWAL

Let me now return to the more profound changes that must be introduced for the renewal of the CGIAR—the issues of governance, the research agenda, and the need for a vision.

On Governance

Governance is different from restructuring, and from the management and administration of the System. Action is already underway on all three fronts.

On restructuring, Mr. Rajagopalan and you have already taken major steps to consolidate the two livestock Centers in Africa, and the Montpellier and Rome Centers dealing with genetic resources. The key is to implement these mergers promptly and smoothly. I have met with the working group involved with the merger of the two livestock Centers and pledged my support to help move this work program forward.

While it is important to look at ways of further streamlining by inter-center cooperation on particular activities, I am not convinced it is appropriate to consider additional restructuring of the System at this time for two reasons.

First, the rationale that starts and drives many of these scenarios is the presumed necessity of reducing the funding available to the CGIAR to some arbitrarily determined level without relation to the research agenda that this funding is intended to support. To repeat, I believe very strongly that the research agenda should drive the System and not *vice versa.* I hope you will agree with this premise and work with me to turn things around.

Second, we have not seen or assessed the experience of the two mergers that are now underway. We do not yet know the full measure of the impact such reorganizations have on the scientists in the Centers concerned. That must be our first concern. I would, therefore, propose that such scenarios be suspended until we have good reason, in terms of the scientific agenda and the efficiency of pursuing it, that would dictate that we revisit this question.

Concerning the management and administration question, there are studies underway concerning other efficiency measures that can be introduced on a systemic basis. I have no doubt the Centers have independently introduced efficiency and tightened management in their operations. What remains is to promote inter-center concerns and seek systemwide efficiencies. This will make the CGIAR System function as more than a collection of independent Centers and create a whole that is more than the sum of its parts. We must encourage development of effective systemwide programs, such as the management of genetic resources or water issues or the use of consortia and partnerships both within the CGIAR Centers and with others from the developed and developing worlds, including national agricultural research systems, nongovernmental organizations, and other groups.

Every effort must be made to increase efficiency and effectiveness throughout the System. A number of measures intended to tighten management and increase efficiency will be considered, and I hope adopted, at this

meeting. Efficiency and effectiveness must be the watchwords of the CGIAR and must be an integral part of the signal we send out throughout the System.

Governance questions were only partially addressed by the creation of the Oversight and Finance Committees. This was an important but modest start. We must acknowledge that much remains to be done. The relationship among the two committees and the Members; the links among various stakeholders, including developing country representatives, Secretariats, and the Centers; the autonomy of the Centers, the independence of the TAC, and how to guarantee these; and the way to introduce systematic decisionmaking and transparency, accountability, and predictability in the funding of programs, are all extremely important questions. Without addressing them, it is difficult to deal with many other aspects of the System. They are on our agenda for this meeting, and I look forward to a lively discussion in the days ahead.

Clearly, these three aspects of restructuring, governance, and management and administration are intertwined. All interact with the financing mechanisms we will put into place. For example, it will be necessary to clarify that while Members will be funding programs rather than Centers, the programs are executed by Centers. Programs do not exist as a disembodied set of activities. To become real they must be implemented by entities, in our case the Centers. A matrix approach that relates programs across Centers would be a first step in ensuring clarity and inter-center cooperation without unnecessary duplication and overlap.

Focusing the Agenda

While impressive work has been done to focus the CGIAR agenda more sharply than before, allow me to make a few comments without prejudging the outcomes of our discussions. These observations are advanced because of my belief that the System should be driven by the research agenda.

My starting point is that the CGIAR is not working alone. While noting what others are doing, it should be undertaking research that it alone can do well, or for which it has a distinct comparative advantage. That would put the bulk of the System's work squarely in the strategic and applied parts of the research continuum—basic, strategic, applied, and adaptive research—with NARS straddling the applied and adaptive parts, and some, such as India, China, and Brazil, going well into the strategic.

The second criterion I believe necessary to help define the agenda is that the nature of the research should be focused on what one could term the

international public goods aspect of the research topics. What can be funded and undertaken by the private sector should be left to them. Likewise, topics of national importance that do not have international relevance should be left to national institutions.

What then should the research agenda focus on? The focus on hunger and food security remains paramount. We will have another billion people on the globe within a decade, but with no opportunity to expand agricultural and irrigable land at anything resembling the rates as before. This leads to the need to maintain and increase the productivity of land and water resources with less reliance on fertilizers and pesticides. This will also require diversification of crop varieties and adaptability to different ecological zones.

Current thinking is that biotechnology is a priority area for CGIAR focus. In part, it promises major contributions, either in terms of accelerated breeding through gene marking or through transgenic breeding actually achieving direct DNA manipulation. It is an area where the CGIAR's comparative advantage *vis-à-vis* the NARS, in translating cutting edge Western and Japanese university work to agricultural research of concern to the poor, is clear, and where the complementarity between the CGIAR's work and that of the NARS will remain high.

In the ecoregional zones it seems clear we will need to keep a balance among Africa, West Asia and North Africa, Asia, and Latin America. On balance, more work will have to be done on Africa, pending a significant strengthening of the African NARS working with other groups such as the Special Program for African Agricultural Research. The work in Asia, WANA, Latin America, and elsewhere must be carefully calibrated to the specific comparative advantage of the CGIAR *vis-à-vis* the national agricultural research systems to maximize complementarity and synergy through networking of research programs.

Special questions have been raised about the CGIAR's potential role in Eastern Europe and the former Soviet Union. That is a question on our agenda in the next few days.

Research also includes policy research on institutional and socioeconomic issues. CGIAR research activities must link into the farming systems studies and participatory community-based work done by NARS and NGOs. The role of women, problems of land tenure, and cultural dimensions—all the

CGIAR RESEARCH ACTIVITIES MUST LINK INTO THE FARMING SYSTEMS STUDIES AND PARTICIPATORY COMMUNITY-BASED WORK DONE BY NARS AND NGOs. THE ROLE OF WOMEN, PROBLEMS OF LAND TENURE, AND CULTURAL DIMENSIONS—ALL THE FACTORS THAT AFFECT THE ADAPTATION AND ADOPTION OF TECHNOLOGIES—CANNOT BE IGNORED AT ANY LEVEL OF RESEARCH.

factors that affect the adaptation and adoption of technologies—cannot be ignored at any level of research. The voice of the poor, the end users of the research, must be heard, and not just that of our institutional interlocutors, the NARS, important as they must remain.

The biotechnology area is also related to the tremendous achievement of the CGIAR in building up the genebanks that now include some 600,000 samples held in trusteeship for humanity. This will require us to play a role in the clarification of the new statutes that will evolve over the next few years as the implications of the Convention on Biological Diversity and the GATT agreements on intellectual property rights are factored into the visions of national legislations and the three are brought into harmony.

Clearly, there is merit in ensuring that the availability of germplasm for the NARS and the resulting applications at the farm level are not impeded from reaching the poor of the world. Maintaining and expanding this invaluable resource and improving our understanding of its scope and potential is a service that the CGIAR must continue to pursue as an integral part of its mandate.

We must deal with the water scarcity issue. I do not believe our current work on water globally—not just by the CGIAR—is adequate to solve what is likely to be the major problem facing large parts of humanity in the first decade of the next century. For the CGIAR, it is a central part of natural resources management and should figure more prominently in the work programs of ecoregional Centers and should be better linked to the work of IIMI.

Revisions and fine-tunings of work programs in efficient management of natural resources, including soils and nutrients, as well as special ecosystems such as forests, is currently underway. It is in this context that the CGIAR's mandate to assist in the implementation of Agenda 21 will be most evident.

Given the CGIAR's funding crisis, this appears to me to be the proper thrust of the sharply focused work program. Nevertheless, if one can look beyond the current funding crisis, at least two areas of emphasis should be considered, given the tremendous international importance and the global nature that make them particularly difficult for national research programs to handle and particularly suited for an international system such as the CGIAR to address. These are aquatic and marine resources and coastal zones.

These areas are not being proposed for considerable expansion under the present circumstances, certainly not until the funding of the CGIAR is

stabilized and put onto a sounder footing. Some progress, although insufficient, is being made on aquaculture. Marine resources are not adequately addressed globally. The current ICLARM program remains quite modest.

I am always struck by the fact that only in the case of the sea are we still hunters and gatherers. The results of this short-sighted approach are seen in declining fish stocks and ever more expensive but declining catches, while fish farming and aquaculture account for a small fraction of global fisheries resources. In all other areas of human nutrition, we rely on farming approaches. The absence of aquaculture from the food equation is even more surprising when we recognize that marine animals have a very large reproductive capacity and that some 70 percent of world's population lives within 150 miles of the sea. Related to this point, the coastal zones represent a special ecoregional challenge in terms of natural resources management, which will be extremely important if fish farming and aquaculture take off in a big way.

These observations about the agenda are not really at odds with adopting an agenda not very different from the TAC-recommended and Member-adopted agenda that was costed at some $270 million. They are, in fact, in broad accord with the observations of a number of distinguished external reviewers, including the Blake Committee,[1] the SAREC Committee,[2] and the Conway Panel.[3] This convergence of views gives me comfort to think we can reach agreement on a core agenda that must govern our funding and guide our work programs and the activities of the Centers.

A Vision of the Future

The renewal of the CGIAR requires a definition of a vision of what the System can and should be. It must place the CGIAR in the context of an

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1 The Action Group on Food Security, chaired by Mr. Robert Blake, Chairman of the Committee on Agricultural Sustainability for Developing Countries in the United States. The Action Group was established shortly after ICW93 to assess the continuing role of international agricultural research and to formulate strategies for obtaining the funds required to sustain research. The report of the Action Group, entitled "Feeding 10 Billion People in 2050: the Key Role of the CGIAR International Agricultural Research Centers," was discussed at MTM94.

2 A review panel of Swedish scientists, chaired by Mr. Björn Lundgren and convened by the Swedish Agency for Research Cooperation with Developing Countries (SAREC) to evaluate the CGIAR. The Committee's report, entitled "A Quinquennial Review of Swedish Support to the CGIAR during 1987-1992," was tabled at MTM94.

3 An external panel chaired by Mr. Gordon Conway and established by the CGIAR Oversight Committee to review the CGIAR's vision and strategy. The Panel's report, entitled "Sustainable Agriculture for A Food Secure World: A Vision for the CGIAR," was discussed and adopted at MTM94.

evolving worldwide system, spanning from the most advanced centers of pure research to the application work being done by modest NGOs working with individual small farmers. That vision should involve a statement about the goals and objectives of the System, an idea of its place in the spectrum of others dealing with agricultural research worldwide, its links with the NARS and, through them, with the extension systems and with the farmers who are our ultimate clients.

It would define the key elements of the research agenda that would govern the CGIAR's work for the next few years and carry us into the next millennium. It must also reaffirm the System's role in protecting genetic resources and promoting biodiversity. As a trustee for humanity, the CGIAR's publicly maintained and publicly accessible collections are an invaluable asset that must be preserved and enhanced.

The vision must also address the structure and governance of the System. It must provide comprehensible rules for funding the work program through the Centers that will be transparent, predictable, and provide a basis for accountability of both Members and Centers for the provision and use of the funds.

This vision must be elaborated in the next few months on the basis of a broad consensus among the stakeholders of the CGIAR, including developing country representatives. The System's three Cosponsors must be fully committed to it. It must then be submitted to the highest authorities of the Members and agencies represented here. Their endorsement and support of such a vision would become the basis for a renewed commitment to the CGIAR and the basis of its renovation.

WE NEED TO RECAPTURE THE SPIRIT OF BELLAGIO AND TO RELAUNCH THE RENEWED CGIAR WITH THE FULL SUPPORT OF BOTH MEMBERS AND STAKEHOLDERS AT THE HIGHEST LEVELS.

We need to recapture the Spirit of Bellagio and to relaunch the renewed CGIAR with the full support of both Members and stakeholders at the highest levels.

A TIMETABLE FOR ACTION

The stabilization of CGIAR finances in 1994 to 1995 is necessary to implement renewal of the System. I envisage the following timetable over the next eighteen months:

- At this New Delhi Mid-Term Meeting (May 1994), develop a shared

vision among the Members on how to build a more effective System that is funded in a predictable and sustainable fashion.

- Follow-up on the consolidation and elaboration of the proposals adopted (Summer 1994).

- Formally adopt the proposals to be submitted to Member authorities for their consideration (ICW94).

- Invite a high-level special meeting to engage Members in the future directions for the CGIAR (November 1994).

- High-level special meeting (late January/early February 1995).

- Definition of needed changes and instruments (Spring 1995).

- Adopt the detailed changes and instruments (MTM95).

- Action in capitals and ratification if needed (Summer 1995).

- Final adoption of new programs, structures, and procedures (ICW95).

This will enable us to launch the renewed CGIAR effectively from January 1996. But to start the renewal process the first step is committing ourselves here and now to the principles that should guide the process of governance and financial renewal, and to affirm our financial support to the basic research agenda and trigger the arrangements that will stabilize the finances of the CGIAR during the 1994 to 1995 period. We should not leave here without that firm commitment and that unambiguous signal to the System.

The rest of the steps will require much hard work over the next eighteen months. I can promise you, however, that you will find the Bank a constant partner in this task and me personally a committed advocate and tireless campaigner for the reform of the System and for the support of the reformed System.

ENVOI

So, my friends, let us go forth in these days of decision with determination to set aside small issues in the interest of the larger good. A consensus will inevitably require that each of us gives a little at the margin to secure the broad base of agreement necessary to translate our ideas into reality. The System's finances need to be stabilized, its gover-

nance and operations reformed. The vision that guides its role and mandate into the next century must be clarified and the international support for its mission renewed.

We are at a crossroads, and it is incumbent upon us to act. We must act not to save a bureaucratic structure, not to stabilize an instrument of our policy, not even to save the centers of excellence of the CGIAR and to strengthen the national systems of research and extension that I have given such a broad commitment to help. We must act now for the poor and the hungry of the world and for the children of the poor and the marginalized of today who will be the hungry a decade from now if we do not act now. We must act for that tide of humanity that must eke out a meager and precarious living from fragile resources. We must act now, for:

> There is a tide in the affairs of men which
> taken at the flood leads on to fortune.
> Omitted, all the voyage of their lives
> is bound in shallows and in miseries.
> On such a full sea are we now afloat
> and we must take the current when it serves
> or lose our ventures.

The proposed renewal program was adopted by the CGIAR in the course of the Mid-Term Meeting. Bringing the meeting to a close Mr. Serageldin said:

Our time has come to conclude. All that is past is prologue and the future is in your and my discharge. At the beginning of this meeting, I said that we needed to send a strong signal to the System, and that, come what may, at the end of the meeting I would announce the results and the System will have obtained its signal.

I have no doubt that the Center Directors who are here and many others will carry away a very clear signal from this meeting that this is a purposeful renewal, and there is a rededication and commitment of everyone around this table to make this a success. We can be satisfied we have all pulled our weight and lived up to that unique and indelible characteristic of the CGIAR, which is the commitment that makes it a unique and non-existent structure, except by the goodwill that you all bring. It is a precious feature and one that we do not want to lose in the midst of what we do, and we will need every bit of it as we go forward on our appointed program.

I think we have been uniquely privileged to be here in India, where the green revolution began, and, in particular, to have had the honor to have the Prime Minister of India come in person to open these proceedings and, by his presence, mark the importance that he attaches to agricultural research. His participation was more than a diplomatic gesture. He set aside his notes and spoke from the heart in a manner that I think moved everyone present. After that, can anyone in the North still doubt the importance of this Group to developing country NARS or, more importantly, to their ultimate beneficiaries?

We have been honored, and we are deeply grateful to the Prime Minister and to the representatives of the Government of India who are with us. The Spirit of New Delhi is strong and will endure. The great Indian emperor, Ashoka, after whom the hotel in which we are meeting is named, turned from a legendary career of imperial conquest to a much more memorable career of domestic and regional social reform. He arranged for his views on governance and the objectives of social change that he espoused to be carved on rock edicts as permanent reminders of how the human family should manage its own self-fulfillment. The common thread that runs through these edicts is an emphasis on helping the poor and the weak.

IN THE FUTURE, AS IN THE PAST, THE HIGHEST QUALITY OF INTERNATIONAL AGRICULTURAL RESEARCH CAN BE BROUGHT TO BEAR ON THE PROBLEMS OF THE WORLD'S IMPOVERISHED, AND FOR THIS THERE NEEDS TO BE TOTAL IMPLEMENTATION OF THE PROGRAM OF RENEWAL THAT WAS SKETCHED OUT HERE IN NEW DELHI. THERE MUST NOT BE, THERE WILL NOT BE, A TURNING BACK.

CGIAR Members have acted, I believe, in the same spirit. We have maintained our focus on the ultimate beneficiaries for whom we are—here and at the Centers—working, and I think you can all leave this Mid-Term Meeting with pride in the recommitment to principles and actions that will benefit those on whose behalf the CGIAR was founded and for whom it must endure.

In the future, as in the past, the highest quality of international agricultural research can be brought to bear on the problems of the world's impoverished, and for this there needs to be total implementation of the program of renewal that was sketched out here in New Delhi. There must not be, there will not be, a turning back.



II. MOMENTUM MAINTAINED: THE SECOND MILESTONE

CGIAR International Centers Week
Washington, DC
October 24, 1994

The Spirit of New Delhi is still with us and we are well on our way to realizing the ambitious reform program we set for ourselves last May when we launched a process of renewal and sent a signal to the System that, while the Members will support the CGIAR, it will not be business as usual.

I AM MORE CONVINCED THAN EVER BEFORE THAT THE CGIAR WILL REMAIN AN EXCEPTIONAL INSTRUMENT OF AGRICULTURAL RESEARCH AND THAT IT WILL RISE TO THE DAUNTING CHALLENGE WE HAVE SET FOR OURSELVES, THAT OF SUSTAINABLE AGRICULTURE FOR FOOD SECURITY IN THE DEVELOPING WORLD.

I have now had the privilege of visiting sixteen Centers. I emphasize the word "privilege," for the men and women that I met at these Centers are truly exceptional. They are not only outstanding scientists; they are enthusiastic, dedicated individuals, fired with a sense of mission, and are an asset that cannot be quantified. In all of the nine Centers which I visited following the Mid-Term Meeting, the message of New Delhi had been well-received, and what a difference the signal from New Delhi has made on the morale of staff. I am more convinced than ever before that the CGIAR will remain an exceptional instrument of agricultural research and that it will rise to the daunting challenge we have set for ourselves, that of sustainable agriculture for food security in the developing world.

CLOSING THE FINANCIAL GAP

Let me review what has transpired since the Mid-Term Meeting. First, the World Bank has agreed that the actions taken in New Delhi justified releasing the full financial package in support of the program I announced at the Mid-Term Meeting, including the additional $20 million to match contributions by other Members on a 1-to-2 basis. These funds are currently in hand and are being disbursed in accordance with procedures set up by the Finance Committee.

Second, traditional Members have been very generous, as have new Members to the System. We have received over $19 million in additional and retargeted funds in 1994, which automatically triggered over $9 million from

the World Bank's new matching facility. In addition, new Members have joined the CGIAR, namely Russia and Colombia, and their contributions will also be matched by the Bank on a 1-to-2 basis.

Third, Centers have been very active in restructuring programs that previously were outside of the agreed research agenda, to bring some of these activities back into the agreed research agenda. This comprises part of the match. I would like to thank CIP and WARDA for their spirit in supporting the whole System by retargeting more complementary funds than originally estimated, thereby releasing World Bank funds for the System as a whole, even though they themselves did not benefit from these matching grants.

The content of the advance programs has been vetted by TAC and reflected retargeting of funds already given by the Members to those Centers. The program advances were also useful in offsetting shortfalls in the basic research agenda in other parts of the System, which though agreed, were not ready to move forward, given their state of preparation as determined by TAC. These two Centers, therefore, are not being over-funded and I would like to dispel any impression that some Members may have on this point.

Based on the above three items, I am pleased to report that we have successfully closed the financial gap in 1994, and the Centers will have a fully-funded program this year. We have also received encouraging signals for 1995 which have enabled us to prepare a budget based on the $270 million research agenda. I hope this will be essentially finalized this week and that we can act upon it with decisiveness before December. I remind you, the Centers must start 1995 with a clear budget and a clear mandate.

ACHIEVING A SHARED VISION THROUGH CHANGE

For this International Centers Week, we have set three major tasks for ourselves. First, to stabilize funding for 1994 at the $270 million program level. This has been achieved. Second, to establish a viable budget for 1995 based on the program and Center matrix we agreed on in New Delhi. Third, to prepare a manifesto for submission to the ministers and heads of agencies at the Ministerial-Level Meeting, which is intended to recapture the Spirit of Bellagio. I am happy to report that the Government of Switzerland has kindly agreed to host the meeting in Lucerne on February 9 and 10, 1995. Our next target date for the eighteen-month program to revitalize the CGIAR is now firmly before us and we will need to build on the discussions of these ICW meetings to make it a real success.

Clearly, there are a large number of additional aspects of both the vision statement and the current research agenda that must be highlighted. First and foremost is that the CGIAR is not functioning without reference to the work of others, be they industrial countries, developing country national agricultural research systems, the private sector, or non-governmental organizations. The work of the CGIAR is increasingly connecting with the work of others, adding value based on the CGIAR's comparative advantage and making the whole more than the sum of its parts. Second, inter-center collaboration within the CGIAR is also increasing, moving us ever closer to the goal of a systemwide approach, without compromising the tenets of Center independence. Third, there is a great deal of interaction between Centers and their host country NARS, partly translated by the presence of Colombia among us due to their appreciation of CIAT.

Much more remains to be done, and I would like to share with you some profound concerns about what needs to be done. We have to recognize that the scientific enterprise is moving from the location-specific focus on particular institutions toward the sharing of ideas through networks, collaborating scientists working on particular programs, and networks transcending disciplinary as well as geographic boundaries. This should be increasingly reflected in the CGIAR Centers, which as centers of excellence must become more and more important as loci for networks linking the North and South. It is a vision that must guide our steps as we think of the collaboration required, the design of the research agenda, and the modalities of its implementation.

Efficiency and effectiveness have to be the watchwords for everything we do. This requires that we improve the workings of our meetings and deliberations. I have suggested that we should consider a more flexible and interactive format for our ICW meetings that relies less on the use of plenaries and more on smaller break-out groups, and we will experiment with this. I hope from that experience we can design a better and broader system of participation at the next ICW.

EFFICIENCY AND EFFECTIVENESS HAVE TO BE THE WATCHWORDS FOR EVERYTHING WE DO.

Meetings in this time of rapid change must be purposeful and lead to decisions, but they also must remain a tool for forging a consensus and promoting stronger links among all stakeholders in the System. They must be designed in both content and format with this in mind. I urge you to think about that not only in terms of what we are going to do here but in terms of changing the culture within the System. While we must protect the legacy of the CGIAR, we have to recognize that the CGIAR, despite its excellence, remains a somewhat inbred group, inbred in the sense that we rely

frequently on very much the same network of people—those who are currently working in the System as well as the roughly 1,000 or so persons that are associated with the System.

Reaching out beyond the System is an integral part of achieving the vision that we launched together in New Delhi. It is not easy; the Bretton Woods institutions have a similar problem. They have it for many of the same reasons that the CGIAR has it, because first and foremost, there is a gravitational pull. Institutions such as the CGIAR represent such a critical mass of talent and expertise that it is difficult to go outside of it and there is a natural tendency to look among ourselves. Second, we must recognize that there are transaction costs that exponentially rise the more you bring in other and additional partners, and frequently the dividends of bringing in additional partners are not obvious in the short- to medium-term. Third, there is the inertia of well-established routines. Fourth, there is the long lead and lag time in dealing with institutional change and the content of the research agenda.

The analogy of the supertanker has been used. We will accept that change is not something that will happen overnight, but I think we must dedicate ourselves to bringing about openness and cultural change and outreach, or else much of what we have said about the budget matrix will remain just procedural and will not translate into its full effectiveness. For a supertanker to turn around is not as easy as for a speed boat. It takes time. The question is, do we know clearly the direction in which we want the supertanker to turn? I believe we do.

First, we do, in recognizing that the research agenda must focus on the broader nexus of environment, agriculture, and poverty as the basis for the vision of sustainable agriculture for food security in the developing countries. Environment and poverty reduction are, therefore, not add-ons to production increases, but are central parts of the mandate.

Second, we do know that we want to go in a direction where the CGIAR as a System is more than the sum of its parts.

Third, we recognize that if the CGIAR represents three to four percent of total expenditures in global agricultural research, then we must be concerned with the other 96 to 97 percent and work with it and beyond to the farmers themselves, whose contributions are not being factored into this budgetary exercise.

Fourth, we know that we want to build partnerships and outreach. It is no longer just desirable, it is essential to bring about the execution of that tripartite mandate. Internally, if we want the whole to be more than the sum

of the parts, we must build partnerships among Centers. Externally, we need to recognize the involvement of developing country farmers, otherwise we will not be able to reach out to the 96 or 97 percent of the rest of the work being done.

This requires a different perception of our roles, both as Centers and as people within the Centers. As the stakeholders of the System as a whole, we have to recognize that what we are talking about is profound cultural and institutional change. The change of the institutional culture that has governed the CGIAR requires four sets of related activities that must proceed in parallel and in a mutually-reinforcing fashion.

First, breaking down the barriers between different disciplinary specialists and between functional units of the System. This has to be achieved by a series of procedural and structural steps, of which the re-engineering of cross-unit processes, such as systemwide initiatives or the budget matrix, are but examples.

Second, redefining the role of the different actors in the System so that each part of the System operates as a member of a team, and empowering responsibility and decisionmaking at every level of the System. Let me emphasize, we do not want to weaken the Centers, or the Members, or TAC. We want each player to be stronger than ever before, but to behave as members of a team. A team composed of strong players is always better than a team consisting of weak and compliant players. The key is the promotion of the team spirit.

Third, nurturing a common set of values for all of the actors in the System and, related to that, developing a shared vision. This is what we are forging in this collective effort at designing the vision and structure of the future CGIAR.

Fourth, establishing an unprecedented degree of openness and trust among the different actors at all levels of the System, and between the System and the outside world of which the System must become an integrated part.

PRESERVING A UNIQUE LEGACY

I would like to review briefly what we agreed on at the Mid-Term Meeting, summarize where we are, and conclude with where I think we should be going toward the implementation of our vision. I mentioned the CGIAR's unique legacy. When I joined the CGIAR in January of this year, I

was struck by the fact, as I think many of us in the development profession have been, that the CGIAR is a unique institution. It is a unique institution because of four characteristics that set it aside from practically any other effort in international development in the past quarter-century.

First, the CGIAR is totally non-political. It is not related to the policies of the governments that host Centers. It is a commitment that is totally non-political.

Second, there is an unremitting dedication to excellence and quality. People are where they are because they are recognized by their peers for the quality of their work. There is no other institutional arrangement where there is so much peer review, stripe review, technical review of the quality of work, and insistence on quality.

Third, the CGIAR has had a focused agenda—an agenda focused on agricultural research. It is not an all-purpose development tool; it is not all things to all people. This has enabled the CGIAR to bring to bear the talent that it has toward that perspective.

Fourth, there has been a long-term commitment, a recognition that it takes eight to twelve years to produce a new plant variety, that there is a long-term effort required to deal with these kinds of problems. It is essential to protect these aspects of the CGIAR's legacy as we move forward in a period of renewal.

Fifth, which I discovered to my surprise only when I became Chairman, is that the CGIAR does not legally exist—there is no legal persona, there is no memorandum of understanding, no statutes, but it works. It is a unique achievement to have had an international collaborative effort function for almost 25 years exclusively on the goodwill of its participants. This is a valuable legacy that must be nurtured and maintained. I want us to recognize this so we are very clear that in a period of change we must not throw out the baby with the bath water.

IT IS A UNIQUE ACHIEVEMENT TO HAVE HAD AN INTERNATIONAL COLLABORATIVE EFFORT FUNCTION FOR ALMOST 25 YEARS EXCLUSIVELY ON THE GOODWILL OF ITS PARTICIPANTS. THIS IS A VALUABLE LEGACY THAT MUST BE NURTURED AND MAINTAINED.

How did the current situation develop and where will the problems lie? Initially, a request was made by the Members to the Centers of what the priority research agenda would be to address the problems in the next decade or so, and the Centers in an unconstrained fashion gave an agenda that exceeded $400 million. They were asked to constrain the research agenda, and the constrained figure came out to $318 million

Subsequently, the Members asked TAC to try to bring it somewhere between $200 and $240 million.

TAC reviewed it and recommended $280 million, saying that at the margin TAC could not agree to $240 million, but at the margin, if there were additional savings on a systemwide basis, the figure could be brought down to $270 million. That became the origin of the definition of needs as $270 million, or the basic research agenda as $270 million. As you will note, I am careful not to use the word "core agenda" so as not to confuse it with "core funding." We had something called core funding and complementary funding, and to my surprise I discovered that we had $290 million, which in theory not only funds the whole $270 million, but gives us $20 million to spare.

So why did we have a financial problem? Part of the reason is that, while the $220 was going toward the approved agenda (actually, this figure turned out to be $215, but it does not change the logic), parts of complementary funding were going outside of the agreed research agenda, with a resulting gap of $30 million in each of 1994 and 1995. The matching formula that the World Bank proposed came in to help bridge this gap. This was the situation in New Delhi. More important was to recognize that the System that had served us so well for 21 years in a growth mode worked against us when there was a retrenchment. For example, the World Bank's cofinancing formula, a burden-sharing formula of 15 percent, worked well when the CGIAR was in a growth mode, but as the CGIAR moved in the other direction, the Bank would become part of the problem because it would reduce its funding in proportion to that of other Members rather than filling the gap.

Therefore, we needed to rethink some of the aspects that had brought us to this point, with the resulting eighteen-month timetable of action that was presented and adopted in New Delhi. First was the establishment of a shared approach. Financial stabilization and the elaboration of the vision statement was done largely in the summer of 1994. Now we want to formally adopt some proposals during this ICW to lead us to the Ministerial-Level Meeting, at which we want to recapture the Spirit of Bellagio and get the kind of commitment by high-level policymakers that this is indeed the direction they want to go and that the CGIAR is a tool that they would like to use to address some of the fundamental problems of humanity.

Based on the Ministerial-Level Meeting, we will define and adopt changes in the instruments, including the research agenda; at the Mid-Term Meeting in 1995, elaborate on the research agenda; the financial plan in the summer of 1995; adopt everything, new agenda and the budget program in October of 1995; and the renewed CGIAR becomes fully effective in January 1996.

We said that, on top of this, we had to start in New Delhi with sending a strong signal. The signal was of two parts, that the Members do indeed support the CGIAR, and that it will be no more business as usual. As I said, that signal has gone throughout the System, and I am happy to report with good results.

The Bank's financial package was: a one-time conversion of debt of $5.6 million through a grant; a waiver of the 15 percent rule; the maximum commitment of $40 million for 1994 and 1995, regardless of the level of core funding; the support for the CGIAR and TAC Secretariats to continue at current levels for 1994 and 1995; the bridging of the $60 million shortfall by committing one-third of it, or $20 million, subject to matching contributions from other Members; to change henceforth the participation of the Bank from 15 percent of core funding to 15 percent of the funded research agenda, thereby recognizing that some Members will not be able to provide all of their funding in terms of core, and as long as it is part of the research agenda, we should be willing to provide 15 percent of the total; and that this may lead us to contributions beyond the $40 million ceiling, if the agreed agenda and the funded agenda so justify it. To do so, we need to promote more changes for transparency, accountability, and predictability of funding and the research agenda of the System.

This has been achieved, and we have a series of watchwords that have come out of New Delhi that have governed much of the discussions during the summer and must continue to govern our discussions here and in the future. The watchwords are, first, transparency, accountability, and predictability. The budget matrix is just one tool to achieve that. Second, efficiency and effectiveness right across the board in everything we do and how we use the funds available to us. Third, a recognition that we must maintain both the sovereignty of Members and Center independence, as parts of the CGIAR's legacy. Fourth, the CGIAR System is a system where the whole must be more than the sum of its parts, and we must recognize the role of others, build partnerships, and focus on the comparative advantage of the System, which is long-term international public goods research.

These are the watchwords that we set for ourselves in the process of renewal as we reaffirm a mission of the CGIAR, which was presented and adopted in New Delhi in the excellent paper presented by the Conway Panel [see footnote 3 on page 14] that had been organized by the Oversight Committee. "Sustainable agriculture for food security in the developing countries" becomes the short label for the themes that undergird it.

We did not say that all problems and topics are suitable for agricultural research, but some are. We said that, like IFPRI's 2020 Vision Initiative,[4] the subset of it becomes what the Conway Panel defined as the vision and the subset of that gets translated into programs from *1* through *n*, where a number of actors are present—OECD, CGIAR, NARS, NGOs, the private sector, regional institutions, and others—and different actors are doing different things. We must position the CGIAR in recognition of what these different actors are doing, frequently building bridges and partnerships with them as appropriate. However it is done, we have a vector which becomes the CGIAR contribution, which may be 3 to 4 percent of the total, and that contribution then becomes the way with which we work with others.

Let me say a brief word about how we work with others, because when I mentioned bridges between the CGIAR and NARS, these are things that change, not only change in time, but change also across regions. For example, in the case of bean germplasm development in Latin America over the past 15 years, most new bean varieties developed in the late 1970s and early 1980s were CIAT bred lines. In the mid- to late 1980s national breeding programs were still heavily dependent on CIAT lines, but had introduced varieties based on selections from segregating populations provided by CIAT.

In the 1990s, the majority of new lines have been collaboratively bred by national bean programs working with CIAT lines, and a significant number of varieties released were bred using CIAT disease resistant lines as parents. You can see a major increase in the collaboration, but a shift in the nature of that collaboration over time between the NARS and the Center. Clearly, changes of this kind over time are very meaningful and very significant, but they are also indicative of changes that one can expect over different regions. Different regions may have different kinds of partnerships being exercised at different points in time. Basically, it means an enhancement of the partnership at all times.

Whatever the definition of that 3 to 4 percent, it becomes the total contribution of the CGIAR. That research agenda, which is defined in a series of programs, does not exist in limbo. It is implemented through the Centers; therefore, we have within the System a way of saying which parts are executed by individual Centers, which parts are executed across the System, which parts are executed between two or more Centers. One could map the

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[4] IFPRI, in collaboration with several national and international institutions, launched in 1993 an initiative on A 2020 Vision for Food, Agriculture, and the Environment, that has two objectives: (i) to develop and promote a vision for eradicating hunger and malnutrition while protecting the environment; and (ii) to generate information and encourage debate to influence action by national governments, NGOs, the private sector, and international development institutions to realize the 2020 Vision.

Centers down the rows of a matrix, map the programs across the columns, and at the total have the content of the CGIAR program and across have the Center-by-Center budgets that make up the total activity of the CGIAR. That was the logic of the budget matrix which we accepted and we said this becomes a tool by which we introduce transparency and accountability into the System

We must recognize that not everything can fall under programs *1* through *n,* and that all the Centers have fixed overheads which have to be funded. These vary in three parts, one of which is statutory. Each Center has a Board of Trustees, a Director General, and Administrative and Financial Officers. Whether it is a small Center or a large Center, these are pretty much fixed. Second, there are administrative overheads in the general sense which one would like to reduce. Third, there are quality enhancements, which are now still lumped as overheads, including peer reviews and stripe reviews, and these one should be very careful not to try to reduce.

Above and beyond fixed overheads, you have a second vector that is really unprogrammed or unconstrained research. No Center can function with every single penny preprogrammed for a predetermined activity. Not only do we need to leave some room for flexibility, for uncertainty, but we also must recognize the need for managerial economy to be translated in this fashion. Whatever the content of that activity, it must also include a piece of variable overhead, and this is an essential part. We have fixed overheads and we have variable overheads. As more activities are added, there are transaction costs that come with them, and Members must recognize that in individual cells, while there is a program cell, there is also a piece of overhead—variable overhead—that goes with it, and this gives us the ability to have a total budget that includes both the overheads appropriately distributed by activity, by Center, as well as the fixed overheads and the unprogrammed research.

Then came the question of how to fund the two additional programs, the fixed overhead and the unconstrained overhead. Based on the logic of the package that the Bank has presented, the Bank's contribution will be 15 percent of the total agreed research agenda available for distribution across Centers and across programs as needed; therefore, the Bank continues to provide funding without any restriction to the System as a whole. Some Members may wish to fund individual Centers. Other Members are funding programs, like genetic resources or ecoregional activities, across the Centers that execute the programs. Other Members may wish to fund particular cells of the matrix—a specific activity in a specific region. As long as it is within the agreed research agenda, it is acceptable and matched by the Bank in its 15 percent.

For each Member, we should be able to create a matrix that looks like this: the total contribution of the Member translated into cells and distributed thematically and across Centers as appropriate. If we think in terms of a series of overlays of this matrix, we then have the financing plan for the budget. It goes through two iterations. The reason is to ensure that we do not have particularly faddish or fashionable cells that are oversubscribed and other cells, which we have agreed collectively as Members need to be there, that are underfunded. We should be able to anticipate this by having an up-front financing plan which translates into a work program for the Centers with a budget.

IF WE THINK IN TERMS OF A SERIES OF OVERLAYS OF THIS MATRIX, WE THEN HAVE THE FINANCING PLAN FOR THE BUDGET. IT GOES THROUGH TWO ITERATIONS. THE REASON IS TO ENSURE THAT WE DO NOT HAVE PARTICULARLY FADDISH OR FASHIONABLE CELLS THAT ARE OVERSUBSCRIBED AND OTHER CELLS, WHICH WE HAVE AGREED COLLECTIVELY AS MEMBERS NEED TO BE THERE, THAT ARE UNDERFUNDED.

We have three basic objectives for this ICW: to close the financing gap for 1994, to establish the budget for 1995, and to establish a framework for the Ministerial-Level Meeting in February 1995. I mentioned earlier that the financing plan for 1994 was fully funded. That figure, which was $263 million, with the remainder of the balance being the systemwide programs that TAC considered were not yet ready for funding having moved into 1995. That figure has now been increased by $2 million, so we are really moving along to fully close the gap.

SETTING THE AGENDA

More importantly is where we are moving toward the Ministerial-Level Meeting. The drafts you have before you cover a basic set of six documents. One is a short Overview document. The Overview will be supported by five specific documents in more detail on the Global Context, the Vision, the Research Agenda, Governance, and Finance. The first of these, the Vision statement, is now complete. The others are all works in progress. The research agenda document that you have before you has some limitations and shortcomings. As I see it, it really sums up where we are today, and that is very good. I would like to thank those that labored very hard to put it before us today. They carried us so far so quickly.

What is missing is a greater ability to define what is really meant by sustainable agriculture and how that translates into a researchable set of activities, and what is meant by ecoregionality. A buzzword, no doubt, with which many of the Centers have been struggling in different ways,

and around which there is no consensus. How are we going to get there? I do not think we can get there within the next few days or even few weeks, but I believe that we should set the process in motion that we can report on as being underway by the time we get to the Ministerial-Level Meeting. I would like to propose that we establish two panels to deal with each of those topics and provide a contribution, and the panels will draw membership from TAC and the Centers, and from outside of the System. This will require listening to NARS and involving them in the setting of priorities and the agenda.

Therefore, if we want a link between the research agenda and governance—and you have heard me say time and again that it is the research agenda which should drive the System, not the other way around—setting the agenda would start with the initial discussions we are beginning to have right here, on how to translate the Vision Statement into a research agenda, which we hope will lead to the agenda being implemented in January 1996. We will, in addition, have a forum of NARS in mid-December that is being organized by IFAD in Rome.

We then have the Ministerial-Level Meeting in February, which also is a major input into the refinement of the vision leading to the research agenda. From March through May, we will have TAC-Center interaction, taking on board these inputs and translating them into a research agenda for 1996 that will be submitted for review in May of 1995, so that the Mid-Term Meeting becomes the meeting at which in-depth discussion on the research agenda can take place. At this point, the content and financial implications of the research agenda are reviewed by the CGIAR and subsequently approved by the CGIAR in principle, leading to action by Member agencies to initiate allocations. Between May and October, we finalize the financing plan and start International Centers Week with a very brief session on finalization of the plan for the following year—basically an endorsement of what was discussed, maybe with fine tuning as required over the summer discussions—and we initiate the process for the following year as we proceed.

Fifty percent of the financing for the agenda would be available by December, so that on January 1, the Centers could start, not only with a given budget—and this is how predictability starts coming into the System—but with 50 percent of the cash in hand, with the other 50 percent to be provided before June. Without that, we will not be able to have a properly functioning system, where management responsibility can be positioned in the Centers to execute an appropriate program. Therefore, it is absolutely essential that this be done over this time period. We can see that there is a process which links the design of the agenda

and in which this meeting is only one part, and that process leads us directly into the governance issue on which we have the results of the Winkel Panel.[5]

A MISSION ABOUT PEOPLE

At this stage, I would like to go back to our mission statement. It is very important to go beyond the budgets, the matrices, the processes, and the programs. We have to remind ourselves that this mission statement really is all about people, and that we are very much engaged in a very noble enterprise. I would hope that the spirit and the enthusiasm and the missionary zeal which I found in the Centers among the researchers on the front line can be found in this kind of gathering, rather than being exclusively fired up with the administrative minutiae which we have to face. It is about people. It is about recognizing not only people, but an increasing concern about the environment and the manner in which we use natural resources in order to deal with the poverty link. Food security, poverty, and environmental degradation are inextricably intertwined.

We must recognize that we have a billion people who live on only $1 a day, and certainly a billion people who have no access to clean water, and 1.7 billion who are living in extreme poverty in cities or in quasi-urban areas who need food at better prices, but who also have no access to any kind of help because they have no incomes. These factors together result in avoidable infant deaths that number between two and three million a year. We must recognize that we have a contribution to make. Just because it is not a famine that is captured on film by the television cameras of CNN, it is no less pernicious when poverty takes at the margin hundreds of thousands of lives every year that we do not see but that are very real. I would hope that the cause of those hundreds of thousands would permeate these discussions in the next few days.

The poor, whether they live in cities or in rural areas, are suffering under miserable conditions. They are unable even to maintain the fertility of their soils. So much has to be done, and this is just the start of problems to which we know we are adding about 90 million to 100 million people a year. Whatever is going to come out of the World Population Conference in Cairo,

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[5] A panel on governance chaired by Mr. Klaus Winkel and convened by the Group to study the long-term governance and financing structure of the CGIAR. The report of the Panel, entitled "Report of the Study Panel on the CGIAR's Long-Term Governance and Financing Structure," was a meeting document at ICW94.

whatever is going to be done on population, we will have at least a billion more people on the planet over the next decade. We already have close to a billion who are malnourished. What are we going to do about them?

The challenge for which the CGIAR contribution is absolutely essential is to produce differently, not less. We have to produce more, but we have to produce differently, both to protect the environment and to reach the poor. We know that food output will have to double. We know that cities are going to at least treble in size in the developing world and that the poor among them will be severely affected by the availability of food. We want to make sure that the production of food does not lead to environmental degradation that undermines everything else. This is closely linked to the problems of poverty, for whenever we have environmental problems, it is the poor who suffer and who suffer the most, and among the poor and among the socioeconomic groups, women suffer inordinately. They are also the ecosystem managers at the micro-scale, the ones who are responsible for fuelwood. It is in the involvement of the role of women, the empowerment of the poor farmers that we talk about, that we have to give meaning and substance to the ultimate beneficiaries of the work that we are here to fund.

THE CHALLENGE FOR WHICH THE CGIAR CONTRIBUTION IS ABSOLUTELY ESSENTIAL IS TO PRODUCE DIFFERENTLY, NOT LESS. WE HAVE TO PRODUCE MORE, BUT WE HAVE TO PRODUCE DIFFERENTLY, BOTH TO PROTECT THE ENVIRONMENT AND TO REACH THE POOR.

Whether they be smallholder farmers, or the poor and destitute in the urban areas, or women and children, empowering them essentially will require that, not just the CGIAR, but other donor institutions that are represented around the CGIAR enhance the modes of participation to bring in village groups, herder associations, fishermen's groups, and community-based organizations at all levels that are not only fountains of wisdom, but ultimately the ones to implement the findings that we will bring together. All of this will require a change in the institutional culture that permeates the CGIAR, and it is, indeed, a paradigm shift that we are talking about.

Now, paradigm shifts are notoriously difficult to bring about. Almost all of you here are scientists, and I think you will agree with me that all progress has been accompanied by paradigm shifts. I invite you, therefore, to look at this process of renewal in which we are engaged as an opportunity to change the paradigm. We need to do it, not just for the CGIAR, but for the poor and the marginalized of the world. We need to do it for the women who are bearing the cost of the inequity of the current *status quo*. We need

to do it for the generations to come for whom we are custodians of this planet, and we need to do it for Mother Earth herself.

At the commencement of the concluding session of the meeting, Mr. Serageldin said:

The last item on the agenda is the summation. We are now coming to the close of International Centers Week 1994. It is without question an important event in the program of renewal and re-education that was launched by the CGIAR in New Delhi. We took a number of important decisions and implemented proposals for change which moved the process forward. It is fair to say that the mood during ICW94 maintained what some of us have come to call the Spirit of New Delhi.

We began our business sessions with a progress report, in which I challenged the Members to go beyond being an inbred group, to search for outreach and openness, and to promote a change in the culture of the institution. The world is changing around us. If we do not want to become a dinosaur, valuable or friendly or appreciated as that species may be, we still need to adopt a culture of change ourselves. I feel this shared vision and this new culture has been formed around this table through these discussions.

What were these discussions about? We set for ourselves three specific objectives: to close the books on 1994; to establish a budget for 1995; and to establish a framework for the next step, which is the Ministerial-Level Meeting. I think we have done quite well on all three points. On 1994, we are right on target on what we set out to do, and we will be able to close the books there. From the pledging sessions for 1995, we are close enough to be able to consider that the Center-specific budget will be met, and we looked at systemwide initiatives. The framework for the Ministerial-Level Meeting in many ways provided the framework for our own discussions.

Mr. Serageldin described in detail the decisions reached, many of which were in preparation for a planned Ministerial-Level Meeting—the third milestone. He concluded with the following exhortation:

I would like to thank all those who participated in the successful outcome of this meeting. I would like to say again that what we are all about right now is the forging of a new vision and a new culture. Those of you who are worried about the Ministerial-Level Meeting and beyond, think that a few months ago many were worried about this meeting as well.

My friends, it is within our grasp to forge the future because the future right now, this instant, is being forged in the crucible of our minds. It is our attitude and the approach that we take that will change the culture and not only enable us to look toward reaching the unreachable and including the excluded, but also to make possible what sometimes appears impossible.



III. A CRITICAL TURNING POINT: THE THIRD MILESTONE

CGIAR Ministerial-Level Meeting
Lucerne, Switzerland
February 9, 1995

Ministers, heads of foundations and international and regional aid agencies, and their representatives, meeting at the Palace Hotel in Lucerne, Switzerland on February 9-10, 1995, adopted a Declaration and Action Program which defines the future priorities and directions of the CGIAR. The meeting was convened by FAO, UNDP, and the World Bank, as Cosponsors of the CGIAR, and was hosted by the Government of Switzerland. In Lucerne, UNEP was invited to join the Cosponsors group, and accepted the invitation. The theme of the meeting was "Sustainable Agriculture for Food Security in Developing Countries."

The meeting was characterized by both a full sense of engagement among participants and a profound commitment to using international agricultural research as an instrument for combating poverty and hunger. Participants reaffirmed their faith in agriculture as a catalyst and an integral component of development, and in agricultural research as a fundamental part of agricultural development. In this context, the CGIAR, with its proven research capacity and its effective approaches to developing sustainable agriculture, was recognized as a valuable and vital contributor to international development efforts.

Côte d'Ivoire, Egypt, Iran, and Kenya were welcomed as new Members of the CGIAR. Other Members from the South joining in the Lucerne deliberations to set the CGIAR's future policy were Colombia, India, Indonesia, and the Philippines. The strong and active participation of Members from the South in the Lucerne Meeting attested to the CGIAR's continuing commitment to ensure a dynamic South-North partnership working in the interest of the world's poor and marginalized.

The Spirit of Lucerne provided the CGIAR with the momentum and impetus to move forward vigorously as a rededicated South-North enterprise capable of fulfilling a global vision of less poverty in the world; a healthier, better nourished, human family; reduced pressure on fragile natural resources; and people-centered policies for sustainable agricultural development.

In his opening intervention at the meeting, Mr. Serageldin said:

This meeting is a key component in an eighteen-month program of renewal and rededication, which the CGIAR began last May in New Delhi. I am, therefore, delighted to see in our midst the Minister of Agriculture from India, which gave us the Spirit of New Delhi that we bring with us to Lucerne as part of a creative continuity.

The program of renewal that we inaugurated in New Delhi is designed to clarify the vision of the CGIAR, refocus its research agenda, reform its governance and operations, and secure renewed support for its international mission. Underpinning this program is a commitment to ensure that the CGIAR fully represents an international partnership of the South and the North at all levels of activity.

I AM PARTICULARLY PLEASED TO SEE SO MANY DEVELOPING COUNTRIES REPRESENTED HERE. YOUR PRESENCE IS ALREADY ONE CLEAR MANIFESTATION OF THE PROFOUND CHANGES THAT ARE TAKING PLACE IN THE CGIAR.

The Secretary General of the United Nations noted in his message[6] to us that the recent expansion of the CGIAR to include more Members from developing countries will help to forge a true partnership for development. In this context, I am particularly pleased to see so many developing countries represented here. Your presence is already one clear manifestation of the profound changes that are taking place in the CGIAR—changes that lay the foundation for the renewal that will be given clear direction by our decisions in Lucerne.

THE DEFINING FEATURES OF THE CGIAR

The renewal, however, requires appreciation of the unique qualities of the CGIAR that have made it such a demonstrable and acknowledged success. The fundamental characteristics and defining strengths of the CGIAR must be preserved.

There are, I believe, four unique features that have set the CGIAR apart from almost any other international program of its kind. First, it has been totally apolitical. Politics have been kept aside from the long-term human concern of CGIAR Members and scientists. Politics have not affected the link between research activity and the support of the donor community encompassing both North and South.

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[6] A statement on video by H. E. Boutros Boutros-Ghali, Secretary General of the United Nations, was screened at the opening session of the Ministerial-Level Meeting.

The second defining feature is total commitment to quality, as represented, for example, in the demanding external reviews of work at the Centers. CGIAR scientists are committed to maintaining exceptionally high levels of scientific achievement, and the resulting quality of science at CGIAR Centers is considered by everybody knowledgeable as being among the very best of its kind.

Third is the focus of the CGIAR. I have had occasion to point out before, and I do so again, that the CGIAR has not been an all-purpose development tool. It has been a well-focused institution with a clear direction. The advanced scientific capacity of the Centers has been brought to bear on specific problems of the poor, with consequent benefits to millions.

Fourth is a willingness among Members to support what is basically a long-term effort, not expecting results in one year or the next, knowing full well that these are long-term problems that are being dealt with, and that support cannot be turned on and off like a faucet.

To these four qualities I must add a fifth, which I discovered when I became Chairman in January 1994, and that is the unique attribute which truly distinguishes the CGIAR from anything else in the world arena—the fact that the CGIAR does not exist. There is no statute, no binding treaty, no agreement, not even a memorandum of understanding that specifies the responsibilities of the various Members and how they should behave toward each other. The CGIAR has survived and thrived exclusively on the goodwill of its Members. At a time when we are all decrying bureaucratization, I defy you to find a better example of non-bureaucratization than one which does not even have a statute, and yet that has achieved so much.

NEED FOR ACTION

The achievements of the CGIAR are too numerous to recount. Based on those achievements, we must look to a renewal whose watchwords have to be effectiveness and efficiency, transparency, accountability, and predictability. All of that has to determine the background within which our debates and discussions will take place.

The purpose of the CGIAR remains clear: sustainable agriculture for food security in the developing countries. How to translate that goal into action is not so clear, hence the purpose of these meetings and these deliberations. The intention is that each session, which will be chaired by one of you, will really be a debate and discussion, encouraging wide participation. Formal statements from the floor are not necessary, but those who have prepared

thoughtful papers can give them to the Secretariat and we will distribute them and make them available to everybody, and certainly publish them in the "proceedings" of this meeting.

It was mentioned in earlier statements that the CGIAR needs to open up. Yes, it does. It needs to recognize stronger links to the institutions of the North, and I am glad to see that there is an initiative being launched by the European Commission in this direction. Another initiative is also being launched by the United States. We hope there will be more action to build stronger links with the North, and equally to strengthen links with the NARS of the South, to recognize the role of other institutions that have not been sufficiently prominent in our activities as, for example, UNEP, and also to seek perhaps three new modifications that I, as Chairman, would like to put forward early on. One will be to try to create a NGO Committee to structure the dialogue between the CGIAR and NGOs. Second will be a similar advisory committee to reach out to the private sector. Third will be the creation of a special evaluation unit, centrally located and independent of the System.

Our goals are ambitious, but they have to be tempered with realism. Let us remember the words of the late US Senator Robert Kennedy, who said, "Some look at the world as it is and ask why. I look at the world as it could be and ask, why not?" Surely, that is what we need. Ours has to be a deliberation that will yield vision—vision for the CGIAR; vision to guide action. Let us, therefore, become the visionaires of action.



IV. FROM DECISIONS TO ACTIONS: THE FOURTH MILESTONE

CGIAR Mid-Term Meeting
Nairobi, Kenya
May 22, 1995

At last year's Mid-Term Meeting in New Delhi, we adopted an eighteen-month program of renewal. That program set up five milestones: the New Delhi consensus, International Centers Week 1994, the Lucerne Ministerial-Level Meeting, the 1995 Mid-Term Meeting, and International Centers Week 1995.

We are now at the fourth of five milestones in our journey of renewal. And what a journey it has been—a journey of hope, a journey of excitement, and, most of all, a journey of accomplishment.

When we were approaching the first milestone—the Mid-Term Meeting in New Delhi a year ago—self-doubt gnawed at the CGIAR System. The vision of the System seemed to be unfocused. Funding prospects were considered bleak. Dedicated staff in the Centers were demoralized. Our partners were bewildered. Yet our belief in the innate strengths of the System prevailed. We emerged from that meeting with single-minded determination to make the System work. Consequently, each of the targets of the eighteen-month timetable of change adopted and launched in New Delhi has been met. We have passed three milestones with no deviation; no time slippage.

The vision of the CGIAR has been refocused. A renewed sense of confidence permeates the Centers. Research programs are being carried out with heightened vigor. The research agenda of the System was fully funded in 1994 and will be fully funded this year as well. The Ministerial-Level Meeting held in Lucerne—our third milestone—reaffirmed the mission of the CGIAR as follows: to contribute through research to promoting sustainable agriculture for food security in the developing countries. In doing so, that historic meeting unequivocally reaffirmed the capacity of CGIAR-supported research to help in the alleviation of poverty and protection of the environment.

Agriculture, thus, was clearly placed at the heart of the development paradigm. The development community's primary concerns in recent years had been issues connected with population growth, the environment, and food security. Agriculture is the interface that links these three. At least in the foreseeable future, none of these issues can be adequately dealt with,

unless sustainable agricultural growth is nurtured. Research is vital to this process and the CGIAR, therefore, can make an unique contribution.

By an unfortunate irony, however, while confidence in the CGIAR as an instrument of development has been strongly reasserted, the development enterprise itself—a vital and indispensable endeavor in global terms—has been under attack. The very idea of development cooperation between North and South is being assailed. So, while we can be justifiably proud of what we have achieved, we cannot be complacent. We must redouble our efforts, not only on behalf of the CGIAR in the face of diminished development assistance budgets, but also on behalf of all the dedicated and successful efforts of so many in the development community.

By an unfortunate irony, however, while confidence in the CGIAR as an instrument of development has been strongly reasserted, the development enterprise itself—a vital and indispensable endeavor in global terms—has been under attack. The very idea of development cooperation between North and South is being assailed. So, while we can be justifiably proud of what we have achieved, we cannot be complacent.

We must not allow the failure of politicized aid that was labeled as development assistance, or the occasional failed project of the past, to overshadow the success stories of real development, including such outstanding examples as the CGIAR. We must join forces with friends and allies to roll back the tide of doubt that threatens the world's development enterprise. If we fail, the worst hit victims will not be development institutions and the dedicated men and women within them. The real victims will be the weakest in human society—the poor, the hungry, the unemployed, and the marginalized. We must not fail. We will not fail.

THE SPIRIT OF LUCERNE

As we face the future, we are strengthened by the wisdom of the decisions taken by the Group under its program of renewal. If we had not done so already, we would today be scrambling around for the means by which to strengthen our partnerships, ensure the efficiency and effectiveness of the System, create greater transparency, and tighten our decisionmaking process. We have already moved decisively in these directions. The high point in our quest for renewal was the Lucerne Meeting, where the groundwork was put into place for broad revitalization. We are better positioned than before, therefore, to rise to all new challenges. The Spirit of Lucerne both refreshes and strengthens.

The Lucerne Meeting was the highest level gathering of the CGIAR since the Bellagio Conference, which led to the establishment of the Group in 1971 and the development of the CGIAR System. The legacy of Bellagio sustained the CGIAR for almost 25 years, enabling it to make substantial contributions to food production and food security in developing countries, most notably through the green revolution. In Lucerne, the CGIAR turned to its creators, the international community, once again, seeking reaffirmation of the purpose and guiding principles with which the System could respond effectively to a new set of global challenges and a changing world situation. The response of the international community was forthright, supportive, and unambiguous.

South and North united behind a common cause. While continuing to acknowledge the inspiring role of the North in founding the CGIAR in Bellagio, and supporting it thereafter, I must point to the fact and the significance of the increasing participation of the South. Colombia, Côte d'Ivoire, Egypt, Iran, and Kenya—all new Members in New Delhi—attended the Lucerne Meeting. The presence of Members from developing countries in the CGIAR should not be viewed merely as an increase in numbers, however, for what it actually signifies is a profound sense of commitment.

Members from developing countries who have joined since we passed the first of our milestones in New Delhi, have demonstrated their support in many ways. Colombia made a multi-million dollar commitment when it joined the CGIAR. Côte d'Ivoire pledged a multi-year commitment. Egypt has offered ICLARM a research facility valued at $36 million. Kenya is hosting this Mid-Term Meeting. Well-established Members from developing countries have reaffirmed their dedication, too. India has made a special contribution of $1 million and has increased its regular contribution by 50 percent. The Philippines has doubled its contribution. Korea has increased its regular contribution by 40 percent. Indonesia is providing CIFOR with its new headquarters.

In Lucerne, South and North were equally engaged in shaping an *Action Program* that reflects compassion, wisdom, and confidence. Participants adopted a *Declaration and Action Program* which demonstrated a clear commitment to addressing the challenges of promoting a people-centered sustainable development that helps feed the hungry, reduces poverty, and protects the environment in the context of a rapidly expanding global population that places increasing demands on the Earth's fragile and finite natural resources.

Two companion volumes, the *Summary of Proceedings and Decisions* and the *Background Documents on Major Issues* have been produced and

are being widely disseminated. These are historical documents. However, the printed word alone, effective as it is, cannot fully recreate the *mood* of Lucerne. In many years of participating in and presiding over international meetings connected with development, rarely have I seen a group coalesce behind a common purpose so effectively and quickly. Hope and confidence, tempered by realism, were abundant.

Let us recapture that mood in Nairobi, as we strive together to move beyond our fourth milestone and on to the fifth, International Centers Week later this year, thus successfully completing our eighteen-month program of renewal and rededication, fully aware that this is just the start of the longer journey still to come in 1996 and beyond.

OUR BUSINESS IS PEOPLE

The objective of the renewal program is to ensure that the CGIAR is better equipped to work in concert with the rest of the international community, to contribute toward liberating the deprived and disadvantaged from the grip of extreme hunger and poverty. The defining terms of that goal are a healthier, better nourished, human family; reduced pressure on fragile natural resources; and people-centered policies for sustainable development.

In that context, the substance of this meeting, its timing, so soon after the event in Lucerne, and its location in Africa are all important. While we are poised to move forward at the 1995 Mid-Term Meeting—the fourth milestone—under the impetus of the decisions reached in Lucerne, we will do so against the backdrop of realities across this continent that define with clarity both the magnitude and the complexities of the problems of development. Indeed, the *Lucerne Action Program* urges the CGIAR to pay special attention to *both* Sub-Saharan Africa and South Asia, which face the greatest challenges in eradicating poverty and malnutrition. As well, the *Action Program* calls for research to address the problems of the poor in less-endowed areas, in addition to continuing its work on high-potential areas. Remember also that some of the poorest people live in forest areas and rely on forest products, so that our forest work is also part of the endeavor.

Encouraging examples of development successes can be found in Africa. In broad terms, however, the benefits accruing from a technology-based transformation of agriculture in much of Asia and Latin America are not firmly established in most of Africa. Increases in food production of some 2 percent annually in most of Sub-Saharan Africa have not kept pace with an average population growth rate of 3 percent per annum. Other factors have exacerbated this situation, causing an extent and depth of

poverty across much of this continent that is an affront to the conscience of the modern world. Poverty and hunger are pervasive. One out of every four Africans lacks the minimum diet for a healthy life, while many elsewhere are worrying about the impact of obesity on their health. This contrast is both startling and revolting.

WE WOULD BE WISE TO REMIND OURSELVES CEASELESSLY THAT OUR BUSINESS IS NOT JUST A MATTER OF STATISTICS, THEORIES, AND TECHNOLOGY. OUR BUSINESS IS PEOPLE. RESEARCH IS THE INSTRUMENT WE USE IN SUPPORTING THE EFFORTS OF THE INTERNATIONAL COMMUNITY TO NURTURE SUSTAINABLE HUMAN DEVELOPMENT. THAT WAS THE MESSAGE OF LUCERNE, AND IT MUST REMAIN AT THE HEART OF OUR DELIBERATIONS.

As we consider these aberrations of the human condition, we would be wise to remind ourselves ceaselessly that our business is not just a matter of statistics, theories, and technology. Our business is people. Research is the instrument we use in supporting the efforts of the international community to nurture sustainable human development. That was the message of Lucerne, and it must remain at the heart of our deliberations.

GUIDELINES FOR ACTION

Participants in the Lucerne Meeting affirmed their "strong support for the revitalized CGIAR as one of the main instruments of the world community whose contribution, in close partnerships with other actors, is of considerable importance to the successful implementation of the emerging development agenda." At this Mid-Term Meeting we must translate the vision of Lucerne into reality. We must agree on a work program and research agenda that reflect the orientations of that vision.

Guidelines are provided in the *Lucerne Declaration and Action Program*. These cover many areas from broadening partnerships to stabilizing funding. A fundamental requirement is that the CGIAR should complete its transition from a donor-client relationship to equal partnership of all participants from South and North within the System. We should be responsive to the views of the national agricultural research systems in our decisionmaking. That process is being accelerated following the NARS consultation organized in Nairobi by IFAD.

The *Action Program* also enjoins the CGIAR to enhance its partnerships with public and private research institutions in the South and North, and to establish a NGO Committee and a Private Sector Committee as a means of improving our dialogue with those whose interests are compatible with ours.

Preliminary approaches concerning an intensification of our relations with the private sector are in progress. On the NGO side, I have personally held a series of substantive discussions with NGO representatives in Washington, Paris, The Hague, and Rome. With the kind assistance of UNEP, a consultation with African as well as international NGOs has been arranged here in Nairobi, and others are planned elsewhere. Ignorance about the CGIAR and skepticism about its desire to collaborate with groups outside the System remain, but that is precisely why we must work ever harder at broadening partnerships. At ICW94, I enjoined you to open up the System to others. I repeat that. For all its outstanding excellence, the System is still too "inbred."

I am confident that by the end of this Mid-Term Meeting we will have adopted a framework for establishing both committees, that each can meet in the next few months, and that both will be represented at International Centers Week. None of the proposed new arrangements, I should emphasize, will be detrimental to existing relationships between the Centers and a wide range of partners. We must *all* do more.

We must also grapple with a governance recommendation from Lucerne, namely, the establishment of an "independent evaluation function reporting to the CGIAR as a whole." I have already written to you on this subject, outlining an approach which calls for the Group to appoint a small CGIAR Impact Assessment and Evaluation Group made up of a few—perhaps two—scientists with impeccable credentials, recognized for their authority on the role of agricultural research in development and for their technical skills in the area of impact assessment. We will review the options later today and, I hope, take firm decisions.

Let us now turn to the core of our agenda. The Lucerne Meeting endorsed a rhythm of decisionmaking which calls for the research program and funding needs of the following year to be presented, discussed, amended if the Group so desires, and adopted at the Mid-Term Meeting of the current year (e.g. May 1995 for 1996). This arrangement will enable Member agencies to take financing decisions between May and October so that the research agenda can be fully financed when funds are pledged at International Centers Week. The new rhythm was not created haphazardly. It is a device by which intent and implementation can be harmonized.

Changes in process are meant to underpin the substance of a research agenda which, as the *Lucerne Declaration* puts it, will be "aimed now at the multiple challenges of increasing and protecting agricultural productivity, safeguarding natural resources, and helping to achieve people-centered policies for environmentally sustainable development."

The unique role of TAC, as an independent institution that provides the System with scientific advice of the highest quality, was reaffirmed in Lucerne. Armed with that renewed commission, the TAC Chair will present to you the premises and context of the 1996 research agenda, as well as its detailed proposals. I will not deal with the specifics of that agenda now. I propose, instead, to draw to your attention a series of principles, related to decisions reached in Lucerne, which should govern our thinking.

First, the System must, whenever possible, break down the barriers of discipline and special interests, and carry out programs in which the collective capacities of the Centers as well as the strength of their partners are combined.

Second, research supported by the CGIAR must focus on the nexus of agriculture, the environment, and poverty as the basis for fulfilling the vision of sustainable agriculture for food security in the developing countries.

Third, five thrusts are recognized as the central research interests of the System. These are: increasing productivity, protecting the environment, saving biodiversity, improving policies, and strengthening agricultural research in developing countries. The CGIAR should address more forcefully the international issues of water scarcity, soil and nutrient management, and aquatic resources.

Fourth, the CGIAR should focus on the international public goods aspect of research. In doing so, it should not neglect the compelling need to work in concert with other components of the global research system.

Fifth, as the research program evolves, a matrix framework will be used as a tool to clarify the role of the CGIAR within the global system, the relationship between Center-based activities and systemwide programs, and the funding progression.

I look forward, as well, to observing how the Group and TAC incorporate in CGIAR programs the findings of the *Ad Hoc* Committees on Sustainability and Ecoregional Approaches that were commissioned last year to provide us with guidance.

As to the funding of the program, I am concerned that current plans have not gone far enough in providing support for unconstrained research. For the Centers to function effectively—to develop their scientific strength—they need the flexibility to be bold, to create the space for the contrary view, to experiment freely, and to engage in flights of imagination. They need to be protected from over-bureaucratization, and I urge

you that this should be kept in mind as we consider systemwide initiatives. Let us avoid a top-down bureaucratic approach, and provide the Centers with the freedom to experiment with various administrative arrangements for managing such initiatives.

My friends, a strong System requires strong Centers. Each Center must be strong in its own right, and thus capable of contributing to the combined strength of a sixteen-Center team. Weak players produce a weak team.

Those are some of the details. The "big picture" is one that requires us to join together—steadfastly and wholeheartedly—in turning the philosophical themes of Lucerne into living reality. Spend as much time as you need on your review of the research agenda. The TAC Chair and Center representatives are here to answer your questions, and to entertain your suggestions. Through that process of scrutiny, make the research agenda your own. Adopt it, support it, and finance it. Ensure between now and October that the research agenda is not just funded, but fully funded.

MOVING AHEAD

Consider, as you respond to the suggestions and proposals before you, the paradox of our times. We live in a world of plenty, of dazzling scientific advances and technological breakthroughs. Adventures in cyberspace are at hand. The Cold War is over, and with that we were offered the hope of global stability. Yet, our times are marred by conflict, violence, debilitating economic uncertainties, backwardness, and poverty. And now so many of the rich want to turn their backs on the poor. This, therefore, is more than ever a time for an united front of the caring.

> **CONSIDER THE PARADOX OF OUR TIMES. WE LIVE IN A WORLD OF PLENTY, OF DAZZLING SCIENTIFIC ADVANCES AND TECHNOLOGICAL BREAKTHROUGHS. YET, OUR TIMES ARE MARRED BY CONFLICT, VIOLENCE, DEBILITATING ECONOMIC UNCERTAINTIES, BACKWARDNESS, AND POVERTY. AND NOW SO MANY OF THE RICH WANT TO TURN THEIR BACKS ON THE POOR. THIS, THEREFORE, IS MORE THAN EVER A TIME FOR AN UNITED FRONT OF THE CARING.**

In the 47 "least developed" countries of the world, 10 percent of the world's population subsists on 0.1 percent of the world's income. Some 40,000 people die from hunger related causes every day. Many of the poor who survive lack access to the fundamental needs of a decent existence. Over a billion people are compelled to live on less than a dollar a day. A sixth or more of the human family lives a marginalized existence. Therein lies the challenge

before us. Will we accept such human degradation as inevitable? Or will we strive to help—in Frantz Fanon's evocative phrase—"The Wretched of the Earth"? From every action you have taken since May 1994, I have no doubt of what your response will be. Together, let us remember the forgotten, give hope to the forlorn, and reach out to the unreached.

At the conclusion of the meeting, Mr. Serageldin commented as follows:

My friends, we have passed the fourth milestone on our journey of renewal, with confidence and an abiding sense of recommitment.

The decisions taken at this Mid-Term Meeting are fully consistent with and, indeed, flow from the requirements of the *Lucerne Declaration and Action Program.* These fall under the themes of broadening partnerships, the research agenda, governance, and finance. We have established the instruments required for us to move into closure of the renewal program at our fifth milestone, International Centers Week. Our decisions have reaffirmed the profound commitment of the CGIAR to contributing through international agricultural research to food security in the developing countries. The way in which we have reached these conclusions has demonstrated that we can maintain our well-established sense of collegiality while acting decisively.

The deliberations here have been considerably helped by the atmosphere provided by our hosts. They have shown how much is possible through cooperation between NARS and international centers. Jomo Kenyatta, the founder of modern Kenya, said in his book, *Facing Mount Kenya*, that a nation's land should be tended with love and care because it sustains us from childhood to death and beyond. While acknowledging his wisdom, we can extend that principle to all the Earth's resources. Let us respect and protect them, while at the same time striving to ensure that the hungry are fed, the poor sustained. That much we owe our own generation. That much we owe generations yet unborn.





V. THE FINAL MILESTONE: RENEWAL OF THE CGIAR. . .AND BEYOND

CGIAR International Centers Week
Washington, DC
October 30, 1995

We are at a defining point in the history of the CGIAR—the conclusion of a program of renewal and the launch of a regenerated CGIAR poised to begin the second quarter century of its existence. To reach this point, we have together maintained eighteen months of momentum. In doing so, we have moved from a mode of crisis to a mood of confidence. Our responsibility now, at this fifth milestone, is to adopt the changes and new structures developed over the renewal period, formally bring the renewal program to closure, and chart new directions for the future. For us, therefore, ICW95, in Winston Churchill's pithy phrase, is only the end of a beginning. Challenges, obligations, and opportunities lie ahead. We must meet them boldly, not be content merely with what is, but dare to dream the dreams of what can be, reaching out to what our imagination and our dedication can create. So, moving ever forward, let us invent the future in the crucible of our minds.

WE ARE AT A DEFINING POINT IN THE HISTORY OF THE CGIAR—THE CONCLUSION OF A PROGRAM OF RENEWAL AND THE LAUNCH OF A REGENERATED CGIAR POISED TO BEGIN THE SECOND QUARTER CENTURY OF ITS EXISTENCE.

As we prepare for the future, let us look briefly at the immediate past so that we can be quite clear about the nature of the crisis we faced in May 1994 and the reasons that impelled us to undertake a particular set of remedial measures. The crisis had many facets, and can be described in several ways. Fundamentally, however, it was caused by a coalescence of five components that overshadowed all others.

First, we had to deal with a new and complex set of research challenges. The CGIAR was created to overcome the challenges of increasing productivity and maintaining the biological diversity of the crops on which the human family depends. These challenges were ably met, but they continue to press on us, requiring ceaseless vigilance and endeavor. Additionally, new challenges loomed ahead, particularly in the area of natural resources management, including forests, fresh water, soils, coastal zones, and the sea. Further, we had to ensure that the needs of the poorest and the most neglected—including women—were encompassed in all of our endeavors.

Second, we had to refocus, redefine, expand, and vigorously implement a research agenda capable of overcoming these challenges during a period of adversity in the broad area of Official Development Assistance. This situation was complicated for the CGIAR by loose and incoherent arrangements that did not protect funding for the agreed research agenda, even when funds were available.

Third, the concept of agriculture as the cornerstone of development was receding from the center of public policy. External assistance for agriculture has been in decline since the 1980s. The share of agriculture in total ODA dropped from 20 percent in 1980 to around 14 percent in the 1990s. This trend was mirrored in developing countries, where investments in agriculture and in agricultural research were either reduced or kept static.

Fourth, concerns had arisen about the governance and management of the CGIAR. Improvements in the effectiveness and efficiency of System management and governance, as well as in the System's instruments and processes for performance measurement and accountability, were urgently needed.

Fifth, the CGIAR System had not adapted to the need for greater partnership and interdependence with a range of potential collaborators. Strength and support of the broad, development community was inadequate.

These strands combined to create a crisis whose impact on the Centers was corrosive. You will recall that, in the period immediately preceding the launching of the renewal program, the Centers dropped 110 senior international scientist positions—about 10 percent of total strength—and 2,000 locally hired positions. Existing programs were curtailed. Work on essential new programs was postponed.

There were grave concerns that, in response to the levels of funding reduction, the System would be restructured, with some Centers vastly reduced in scope, and others "spun off." In this atmosphere of uncertainty and perceived lack of support, CGIAR scientists were in a state of constant and rapidly worsening demoralization. Continuation and worsening of the crisis would have dramatically reduced the impact of CGIAR-supported research on the lives of the weakest, the most vulnerable and disadvantaged in our human family; and denied Mother Earth the protection that research results can provide.

So, the options before us were clear. One option was to succumb: to let an externally determined funding envelope and funding decisions define the scope of our ambitions and the content of our programs. The other option was to overcome the crisis by battling each of its component elements. It was a time to act, and you acted. At the New Delhi Mid-Term Meeting, the

Group responded to the crisis with a single-minded determination to adopt a renewal program and make it work. And together, we *have* made it work. That is why and how we are here at the fifth milestone on our exhilarating journey of renewal.

RENEWAL COMPLETED

The starting point of the renewal program was to undertake a process of financial stabilization which would give us breathing space to undertake everything else that had to be done. The World Bank's generous additional support in 1994 and 1995 was crucial, but it was the combination of your efforts with those of the Bank which made stabilization possible. With that major effort in place, we were able to renew almost every existing facet of the CGIAR and move on in new directions.

We have clarified the vision of the CGIAR, refocused its research agenda, reformed its governance and operations, and secured renewed support for its international mission. We have protected the System against fragmentation, ensuring that the whole is greater than the sum of its parts. Decisionmaking has been streamlined, a new rhythm has been created for reviewing the research agenda and approving it. A matrix approach has been adopted to ensure transparency. Methods of assessing the impact of research are being embedded in the System. Financial stability has been achieved.

Funding for the research agenda was $247 million in 1992. In 1994, this was expected to be $215 million, leaving a gap of $55 million. Today, the research agenda for 1995 is fully funded at $271 million. If our expectations are fulfilled—and there is no reason why they should not be—the 1996 research agenda will also be fully funded at close to $300 million. That is the strength of the System's finances today and that is *your* achievement. Success can be a heady intoxicant. So I should offer the caution that our Centers should not now assume that funding will move upwards ceaselessly. These are times of draconian cuts in ODA. We have to keep that in mind as we prepare to do more, but do it differently.

The research agenda for 1996 adopted in Nairobi in May this year reflects the emphasis and thrusts of the renewed CGIAR. Research supported by the CGIAR will focus on the nexus of agriculture, the environment, and poverty as the basis of nurturing sustainable agriculture for food security in the developing countries. Renewed emphasis has been placed on a number of sustainability issues, including the management of tropical forests, soil and water management, and the productive use of marginal lands inhabited by the poor. Ecoregional research will inten-

sify natural resources management. The CGIAR will ensure the conservation and promote the sustainable use of genetic resources on terms that are fully consistent with the Convention on Biological Diversity. Food security is key to the mission of the CGIAR and, because this requires access as much as availability, poverty alleviation has to be our final goal. The effectiveness of research results will be measured by how much they contribute to battling poverty, reducing hunger, and protecting the environment.

While maintaining our primary interest in the problems of developing countries, the renewed CGIAR is poised as well to work on the problems of Eastern Europe and the countries of the former Soviet Union, if it is determined that the CGIAR has a comparative advantage in specific areas of research. A study to be carried out with initial funding from the Netherlands will guide us, and if the study finds that we should go ahead, additional funding for research will have to be found.

THE RESEARCH AGENDA LIES AT THE HEART OF THE CGIAR SYSTEM AND ITS REFOCUSING REPRESENTS A MAJOR ACCOMPLISHMENT OF THE RENEWAL PROGRAM. HENCEFORTH THE RESEARCH AGENDA WILL DRIVE OUR BUDGET. ITS PRIORITIES MUST DETERMINE WHAT THE AVAILABLE RESOURCES SHOULD FUND. IT MUST NEVER, EVER BE THE OTHER WAY AROUND.

The research agenda lies at the heart of the CGIAR System and its refocusing represents a major accomplishment of the renewal program. Henceforth the research agenda will drive our budget. Its priorities must determine what the available resources should fund. It must never, ever be the other way around. Moreover, refocusing and sharpening the research agenda demonstrates the interface between continuity and change.

Renewal does not mean a reckless abandonment of the past. It requires a deliberate and rational selection of the best from past practices to serve as the foundation of change. Renewal means continuously re-examining the substance of research, so that our programs are scientifically viable and relevant to the development process. They must be capable of contributing to improvements in the human condition. Renewal means that we must continuously be aware of and assess the global policy environment so that we neither get left behind by new developments nor follow short-lived fads slavishly. Renewal requires, as well, that we systematically strengthen and expand our partnerships, so that the dedication of the international community to the CGIAR is wide, deep, and pervasive.

We approach the second quarter-century of the CGIAR with confidence, ready to confront new challenges and fight new battles, with the

ingredients of past successes distilled for a new century. Scientists in their laboratories and farmers in their fields have to reach out to each other and learn to march in step, for they are in truth engaged in a common endeavor. Economists emphasize the right prices. We need to be equally emphatic about the right roles of the multiple forces engaged in creating the new research paradigm. Herein lies the new beginning, the combined efforts of diverse actors—farmers, scientists, NGOs, policymakers, the private sector—in a convergence of past experience and future possibilities; for:

> An easy commerce of the old and the new
> The common word exact without vulgarity
> The formal word precise but not pedantic
> The complete consort dancing together
>
> Every phrase and every sentence
> Is an end and a beginning.

BEYOND RENEWAL

We have articulated a vision of the System for the twenty-first century, and we have created the framework for translating that vision into reality. The defining terms of that vision are: liberation of the deprived and disadvantaged from hunger and poverty; responsible and creative management of natural resources; and wide application of people-centered policies for sustainable development. Based on that vision, the mission of the CGIAR was redefined in Lucerne as follows: "to contribute, through research, to promoting sustainable agriculture for food security in the developing countries."

Our new beginning takes place in circumstances that affect us deeply. There is a science explosion around us. The information revolution has changed the ways in which we function and threatens to change the ways in which we think. Adventures in cyberspace abound. Biotechnology holds out the potential of momentous changes in productivity. In these and all such developments, there is always the down side as well; the danger that more and more will be available to less and less. It would be utterly unconscionable if the benefits of science were to be bestowed in perpetuity on the already well-off, while the poor are relegated to an ever-expanding underclass of global society. Our unfinished agenda, beyond renewal, is to ensure that we do everything within our power to bring the best in science to bear on the problems of world's weakest and most vulnerable. Science must empower them, and help in their upliftment.

Let me outline the broad priorities of such an agenda for the CGIAR:

1. *To harmonize our own agenda with global concerns, initiatives, and actions.*

CGIAR programs are guided by the spirit of the Earth Summit. This is manifest in its continuing efforts to adopt the prescriptions of Agenda 21. The Earth Summit has been followed by a number of initiatives aimed at developing a global agenda for change. The most recent of these were the World Population Conference held in Cairo, the World Summit on Social Development held in Copenhagen—where international commitment to participatory, people-centered development was reaffirmed—and the World Conference on Women held in Beijing—where the empowerment of women, in the fullest sense of the word, was accepted as being central to human development.

The CGIAR must be responsive to these trends, both in the management of its affairs and in the conduct of research. In that spirit, we must prepare ourselves for the World Food Summit that will be convened by FAO next year, to renew the commitment of world leaders at the highest level to the eradication of hunger and malnutrition and the achievement of food security for all. We must ensure that our accumulated experience is available to the international community while we, at the same time, gain strength from the wisdom of our partners and colleagues.

2. *To ensure that the CGIAR System is a true reflection of international realities.*

The character of the Group has already changed. An initial donor-client orientation has been discarded, and the CGIAR is moving toward becoming a fully South-North enterprise. Members from developing countries are not just the recipients of research results. Increasingly, they are active Members of the CGIAR, fully engaged in decision-making, providing the System with leadership at different levels and contributing resources. Integration of the CGIAR System within the international community is stronger than before, and international commitment to the CGIAR has been reinforced. A significant manifestation of this symmetry was that, when the Summit of Non-Aligned Countries was held earlier this month in Cartagena, organizers of the meeting included our two Lucerne publications in the material provided to the 113 heads of the state, or their representatives, who attended. I welcome this demonstration of an internationalist and inclusive approach. These connections must be strengthened and become an integral part of our existence.

3. *To ensure that the alleviation of poverty is the guiding impulse of all that we undertake.*

Increasing productivity in a sustainable manner is a means to the end of creating a dynamic agricultural sector, which not only creates more food, but also more income, more jobs, more economic activity, and overall improvements in the human condition. Programs at CGIAR Centers need to be explicitly designed to contribute to poverty alleviation. Unless they are confronted wisely and expeditiously, poverty and hunger could lead to social disruption, political destabilization, and environmental destruction, with local and worldwide implications. Prudence, if nothing else, cries out for the challenges to be met. Even more important in human terms, however, is that to ignore these challenges is to consign over one billion people to lives of permanent wretchedness. This is inconsistent with the norms of human decency.

4. *To maintain the focus of the CGIAR System on increasing food productivity while protecting the environment.*

In the next quarter century, farmers, scientists, and policymakers will shoulder the responsibility of providing food at affordable prices for almost 100 million more people every year. Much has been accomplished by way of increasing productivity over the past 25 years, and the CGIAR has been a major contributor to this effort. These achievements cannot be denied. At the same time, however, there are no grounds for complacency. Whether we see the world's food basket as half full or half empty, we cannot draw back from our responsibility to create the abundance required to feed the hungry. Moreover, productivity will have to be increased without further damage to fragile and scarce resources of soil and water. We cannot turn away from the challenge and, indeed, we will not.

In fact, recent increases in the price of cereals have prompted many to sound alarm bells. While the increases can be understood in a short- *versus* long-term perspective, the alarm is justified because the long-term is not automatic. It will require redoubled efforts to improve plants, encourage better farming techniques, including prudent management of water resources, so as to meet the ever increasing food needs of a growing population without reliance on the excessive use of chemical additives. This can be achieved only through more and better research. There is no doubt that if mankind does not invest adequately in research, productivity increases will not occur. The good news is that, if we are wise, it is indeed possible to reap the advantages of sustainable productivity increases that science can provide.

5. *To maintain scientific excellence and relevance throughout the CGIAR System.*

We need Centers without walls, and platforms to link South and North. We can thereby support a community of scholars dedicated to the needs of the poor, breaking down the barriers of special interests. The collective capacities of the Centers and their partners can then be applied to seek solutions to the most pressing problems of the world's poor. As part of this effort, the Group decided in Nairobi that a systemwide review could be considered after the renewed CGIAR is fully operational, perhaps in 1997. Our scientists should not be concerned that this exercise will bury them in paperwork. The aim of the review will not be to hold up scientific effort, but to improve the efficiency and effectiveness of the System and further empower each of the Centers.

WE NEED TO INCREASE CONSTANTLY OUR UNDERSTANDING OF THE CONTRIBUTIONS THAT OUR PARTNERS MAKE TOWARD FULFILLING THE OBJECTIVES THAT GUIDE US. BASED ON THAT UNDERSTANDING, WE CAN FIND COMMON GROUND. PARTNERSHIPS CREATE THE STRENGTH REQUIRED TO OVERCOME DAUNTING CHALLENGES.

6. *To develop our priorities, strategies, and programs in partnership with other players, and to improve institutional arrangements for strengthening partnerships.*

We need to increase constantly our understanding of the contributions that our partners make toward fulfilling the objectives that guide us. Based on that understanding, we can find common ground. Partnerships create the strength required to overcome daunting challenges. We must be fully engaged in partnerships that build and maintain linkages among farmers, scientists, extension workers, social workers, NGOs, the private sector, and others.

In the field, CGIAR Centers today work very closely with NARS in the South, with over 350 NGOs, with advanced research institutions, and with the private sector. Additionally, inspired by the *Lucerne Declaration and Action Program*, a NGO Committee and a Private Sector Committee are now in place to enrich the dialogue between the CGIAR and compatible institutions in civil society. The dialogue must continue and should be expanded. A global forum involving a broad range of those seeking to meet the same goals as ours can draw together a synthesis of knowledge for action.

7. *To contribute our knowledge and resources toward resolving problems of a new world order for genetic resources.*

International arrangements and international cooperation are required to protect the human heritage of genetic resources for the present and the

future. The CGIAR is fully committed to conserving genetic resources, promoting their sustainable use, and arranging for an equitable sharing of benefits. We have already established a Genetic Resources Policy Committee to help us meet these goals. As proposed in Nairobi, I will be attending the Second Conference of the Contracting Parties of the Convention on Biological Diversity as your ambassador and look forward to receiving your guidance on the substance of my presentation.

8. *To ensure that our internal governance mechanisms promote effectiveness and transparency, and that our financing is stable.*

During the renewal program, we created mechanisms for this purpose. The Steering, Oversight, and Finance Committees, as well as *ad hoc* evaluation committees, induce transparency and increase efficacy. The Impact Assessment and Evaluation Group will monitor the relevance and effectiveness of research. These are only first steps. We must remain vigilant and innovative so that the trends set in motion are enduring. We must be committed, as well, to supporting the research agenda with full funding.

We can face our unfinished agenda with confidence, because we as a System have been reinvigorated by a program of renewal, refreshed by the Spirit of Lucerne, and revitalized by our new sense of solidarity with South and North alike. Public knowledge about the CGIAR runs wider and deeper than before in the international community. The heavy demand for the Secretariat's publications, produced on behalf of the System, is an indication of sustained public interest.

Ironically, however, while the CGIAR itself is better equipped than before—in terms of programs, procedures, structures, and relationships—to serve as an instrument of development and a catalyst of cooperation, the development enterprise itself is under attack. Mean-spiritedness sometimes displaces goodwill. Facts are distorted or shouldered aside. The substantial achievements of genuine development programs are overlooked. We can neither ignore nor surrender to these trends.

You know the statistics as well as I do, so let me not overwhelm you with numbers. Let us remind ourselves, however, that today and everyday over one billion people continue to live in poverty, despite all the advances on the development front. Some 70 percent of them are women. Every 24 hours some 40,000 people die of hunger-related causes. The poor remain hungry because they are held in the relentless vice of poverty. They are both the victims and, sometimes, the cause of environmental degradation. For them there is no intellectual ferment, no uplifting social discourse; indeed, there is no joy. That demeaning state of deprivation must end.

ENVOI

The success of every program we espouse, every project we undertake, every endeavor we support, has to be measured by the extent of their contribution toward alleviating poverty. No single strategy will suffice to achieve this final goal. However, the role of agriculture is crucial, because the record shows beyond a doubt that dynamic and sustainable agriculture is both a catalyst and an essential element of sustainable development. In the world in which we live, we have seen time and time again that agricultural growth precedes and is a precondition of overall human development. Sustainable agriculture is a pivotal strategy for poverty alleviation, food security, and environmental sustainability. The research we support can generate new agricultural technologies. We cannot, however, fight the battles against poverty and hunger alone. That calls for a combined effort by a Coalition of the Caring.

Over the past eighteen months, we have had a rich dialogue. We have pursued a thoughtful exchange of views, in discussions replete with substance and imbued with passion. Most of all, we have shown in every discussion, every analysis, every proposal, that all of us truly care. Through your concern for the poor, the weak, and the vulnerable, you have already laid the foundation for a Coalition of the Caring. Indeed, *we are that Coalition.*

THE SUCCESS OF EVERY PROGRAM WE ESPOUSE, EVERY PROJECT WE UNDERTAKE, EVERY ENDEAVOR WE SUPPORT, HAS TO BE MEASURED BY THE EXTENT OF THEIR CONTRIBUTION TOWARD ALLEVIATING POVERTY.

The first bountiful harvests produced by green revolution technologies offered South Asia the difference between handouts and hope. Today, with many advances achieved, more remains to be done—more to be sowed, more to be reaped—before hope is fulfilled across the developing world. Time presses on us. When the fulfillment of hope is interminably delayed, hope itself is weakened and destroyed.

Now, I wish you a week of exciting discussion and constructive decisions. I have no doubt whatsoever that you will bring the renewal program to a successful closure, and that your personal sense of dedication will be matched by your official pledge of generosity. I appreciate your support of our scientists and, through that support, your commitment to engaging yourselves in an unremitting campaign against hunger and poverty. I am profoundly grateful for the cooperation you have given me throughout the renewal program.

In that same spirit, I urge you to be guided in your deliberations during the rest of this week by a firm commitment to help fulfill the hopes of those

who wait, and wait, for better days to come. Let not their wait be long and bitter, their hopes unfulfilled, for:

> True hope is swift, and flies with swallows wings;
> Kings it makes gods, and meaner creatures kings.

At the conclusion of the meeting, Mr. Serageldin summed up the main decisions and said:

International Centers Week has been a landmark meeting which brought the renewal program to closure and charted new directions for the future. Eighteen months ago, we were uncertain about the present and despondent about the future. Today, we are confident about the ability of the CGIAR to function even more effectively than before as an instrument of development.

That confidence is based on the decisions and actions taken as part of the renewal program, culminating at ICW95. We have made incredible progress in all the major areas earmarked for special efforts by the *Lucerne Declaration and Action Program.*

Specifically:

- Partnerships have been revitalized, broadened, and strengthened.
- The research agenda has been refocused on the nexus of agriculture, the environment, and poverty as the basis for sustainable agriculture for food security in the developing countries.
- Funding for the research agenda has been stabilized.
- Governance mechanisms have been streamlined to ensure effectiveness and transparency; and to ensure the impact and relevance of CGIAR-supported research.

Who would have dared to predict in May 1994 that in October 1995 the CGIAR could anticipate full funding of close to $300 million for the research agenda of 1996? That is what the System has achieved, and that, with everything else that has been accomplished, is *your* achievement. I applaud your efforts to secure full implementation of the provisions of the renewal program, and warmly congratulate you on the success of your efforts. The consequence of what you have achieved is that our scientists can work to

realize their full potential on behalf of the world's poor and disadvantaged, unhampered by a perceived lack of support.

We can be justifiably proud as we look back on where we were at the first milestone on our journey of renewal and how far we have traveled. We are poised to move forward. Let me offer the caution, however, that pride in the success of the renewal program should be balanced by the need for the System not to be overwhelmed by over-expectation. Countries whose economies are heavily dependent on agriculture take it as a matter of practical wisdom that high prices are temporary and low prices the norm. That is an useful analogy for us.

WE CAN BE JUSTIFIABLY PROUD AS WE LOOK BACK ON WHERE WE WERE AT THE FIRST MILESTONE ON OUR JOURNEY OF RENEWAL AND HOW FAR WE HAVE TRAVELED. WE ARE POISED TO MOVE FORWARD. LET ME OFFER THE CAUTION, HOWEVER, THAT PRIDE IN THE SUCCESS OF THE RENEWAL PROGRAM SHOULD BE BALANCED BY THE NEED FOR THE SYSTEM NOT TO BE OVERWHELMED BY OVER-EXPECTATION.

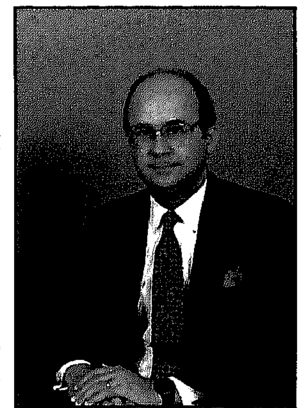
What we have achieved through the renewal program offers us a breathing space in which we can concentrate on ensuring scientific excellence, consolidating our programs, and developing prudent management. If we follow this course, the CGIAR System will not only be able to make a maximum impact on food security activities today, it will be fully equipped to cope with new challenges tomorrow.

With that advice, let me urge you, however, not to lose sight of the need for the CGIAR to continue to work in concert with all others who care about the fate and future of the world's desperately poor. Thomas Jefferson, who introduced upland rice from Africa to the United States, once remarked that "the greatest service which can be rendered any country is to add an useful plant to its culture; especially a bread grain." That would increase knowledge, create abundance, lead to prosperity, and foster friendship. In that approach, surely, lies the basis for a thriving and stable international order derived from agriculturally-oriented cooperation. It should inspire us both to seek more "new seeds"—research-based technologies—and to arrange for their widest dissemination for the greatest good of the billion souls mired in poverty.

We cannot do this alone. We must work steadfastly with others, deploying the weapons of solidarity and resorting to the ammunition of cooperation on the front lines of the battles against hunger and poverty. We must be unflinching in our commitment to help liberate the deprived and disadvantaged from bondage. And *we shall prevail.*

ABOUT THE AUTHOR

Ismail Serageldin, Chairman of the Consultative Group on International Agricultural Research (CGIAR) and Chairman of the Consultative Group to Assist the Poorest (CGAP), is Vice President for Environmentally Sustainable Development of the World Bank.



He entered the World Bank through the Young Professionals Program. Prior to his appointment as Vice President, he held positions as Economist, Division Chief, and Director at the World Bank, dealing primarily with Africa and the Middle East.

His university education was initially at Cairo University's Faculty of Engineering, where he obtained a B.S. degree and won the National Science Celebrations Presidential Award. He went on to undertake graduate studies at Harvard University, where he earned a Ph.D. in City and Regional Planning.

He has lectured and published internationally on economic development, human resources issues, the environment, and other related topics, with a particular emphasis on poverty alleviation. His recent publications include *Nurturing Development: Aid and Cooperation in Today's Changing World.*



LUCERNE DECLARATION AND ACTION PROGRAM

THE LUCERNE DECLARATION

We, Ministers, Heads of Agencies, and Delegates representing the membership of the Consultative Group on International Agricultural Research (CGIAR):

Cognizant of the vicious circle of poverty, population growth, and environmental degradation that affects the world's poor;

Encouraged by the progress the world community is making in shaping a global agenda to deal with the urgent problems of the environment, population growth, social development, and the participation of women;

Mindful of the potential contribution of agriculture to development, particularly in alleviating the suffering of one billion people who live in abject poverty, most of them malnourished;

Aware that population growth in developing countries and rising incomes will double food demand by 2025, threatening the future food security of much of humanity and the integrity of the Earth's natural resources, especially soil and water, and biological diversity;

Convinced that the new knowledge and technologies generated by scientific research are necessary to meet the rising food demand in a long-term sustainable way, from a limited and fragile natural resource base;

Recognizing the outstanding achievements of scientific research conducted by CGIAR research centers which have raised the productivity of agriculture, forestry, and fisheries; thus contributing to the generation of rural income and employment, the lowering of food prices, and the alleviation of urban and rural poverty, while promoting South-North research partnerships:

Call for the renewal and reinforcement of this successful work, aimed now at the multiple challenges of increasing and protecting agricultural productivity, safeguarding natural resources, and helping to achieve people-centered policies for environmentally sustainable development;

Endorse the vision of the renewed CGIAR of helping to combat poverty and hunger in the world by mobilizing both indigenous knowledge and modern science, and through sharply focused research priorities, tighter governance, greater efforts at South-North partnership, and flexible financing arrangements, as an appropriate response to the challenges of the coming century; and

Affirm our strong support for the revitalized CGIAR as one of the main instruments of the world community whose contribution, in close partnership with other actors, is of considerable importance to the successful implementation of the emerging global development agenda.

THE LUCERNE ACTION PROGRAM

Introduction

Ministers, Heads of Agencies, and Delegates endorse the thrusts and themes of the background studies prepared for their meeting. They welcome the United Nations Environment Programme (UNEP) as a Cosponsor of the CGIAR. They reaffirm the strong need to ensure continuity of publicly funded research, complementing research conducted by the private sector, on problems of international significance in agriculture, livestock, forests, and aquatic resources. This reaffirmation is based on the need to help meet the food needs of the poor and on the contribution that agricultural research can make to poverty alleviation in the context of sustainable development. Although it is a small component of the global research system, the CGIAR has an important role to play as a catalyst and bridge builder.

Broader Partnerships

In light of its position within the global agricultural research system, the CGIAR is encouraged to continue its efforts to develop a more open and participatory system with full South-North ownership.

Accordingly, the CGIAR is encouraged to:

1. continue to broaden its membership by including more developing countries as active members who participate fully in CGIAR deliberations;

2. convene a committee of non-governmental organizations (NGOs) and a committee of the private sector as a means of improving

dialogue among the CGIAR, the private sector, and members of the civil society who are interested in the same issues as the CGIAR;

3. accelerate the process of systematizing participation by national agricultural research systems (NARS) of developing countries in setting and implementing the Group's agenda (a specific action plan to do so is being prepared by the NARS and representatives of the CGIAR, and will be presented at International Centers Week 1995); and

4. complete its transition from a donor-client approach to equal partnership of all participants from the South and North within the CGIAR System.

Research Agenda

The mission of the CGIAR is to contribute, through its research, to promoting sustainable agriculture for food security in the developing countries.

Therefore, the CGIAR is urged to:

1. conduct strategic and applied research, with its products being international public goods;

2. focus its research agenda on problem-solving through interdisciplinary programs implemented by one or more international centers, in collaboration with a full range of partners;

3. concentrate such programs on increasing productivity, protecting the environment, saving biodiversity, improving policies, and contributing to strengthening agricultural research in developing countries;

4. address more forcefully the international issues of water scarcity, soil and nutrient management, and aquatic resources;

5. pay special attention to Sub-Saharan Africa and South Asia, which face the greatest challenges in eradicating poverty and malnutrition;

6. ensure that research programs address the problems of the poor in less-endowed areas, in addition to continuing its work on high-potential areas;

7. reinforce the series of notable actions already taken to protect the human heritage of genetic resources, *viz*:

   a. placing the plant genetic resources collections of the CGIAR Centers under the auspices of the FAO Commission on Plant Genetic Resources;

   b. creating a systemwide program on genetic resources; and

   c. establishing a committee of experts to provide the CGIAR System with support and advice on all aspects of plant genetic resources policy;

8. work in closer partnership and collaboration with public and private research organizations in the South, including farmer groups, universities, NGOs, and international institutions to design and conduct research programs;

9. work in closer partnership and collaboration with public and private research organizations and universities from developed countries to design and conduct joint research programs; and

10. ensure that the setting of its research agenda reflects the views and goals of global and regional fora on agricultural research.

Governance

Collegiality and informality are important and durable assets of the CGIAR. Therefore, the CGIAR should not be established as a formal international organization, but could benefit from strengthening its decisionmaking processes and consultative mechanisms.

Toward this end, the CGIAR is requested to:

1. retain overall decisionmaking powers in its general membership or "committee of the whole," supported in this task by a Steering Committee and its component standing committees on Oversight and Finance, as well as *ad hoc* committees established when necessary;

2. ensure that scientific advice of the highest quality continues to be provided by the CGIAR's independent Technical Advisory Committee (TAC); and

3. strengthen the assessment of its performance and impact by establishing an independent evaluation function reporting to the CGIAR as a whole.

Finance

Higher levels of investment in agricultural research are needed to meet the challenge for innovation and new technologies which can contribute to higher and sustainable agricultural production. To ensure a concentrated and sustained effort, investments must be expanded for all components of the global system at the national, regional, and international levels. As to the CGIAR, participants commit themselves to: (i) consolidate current complementary funding into the main funding of the agreed agenda, and (ii) maintain the real value of the level of support and, wherever possible, to increase it. For those donors who can do so, multi-year commitments to the CGIAR would help to increase predictability and facilitate programming.

To ensure that support for the CGIAR is stable and predictable, Members are urged to:

1. institute a negotiation and review process, involving all Members, to ensure a full funding of the agreed research agenda;

2. continue to use a matrix framework to articulate the CGIAR's programs and to serve as a benchmark for funding and monitoring CGIAR activities, thus enhancing transparency and accountability;

3. provide their support to Centers, programs, or both to facilitate agreement on a financing plan which funds all components of the agreed research agenda fully; and

4. disburse their pledged contributions as early as possible in the financial year, to ensure timely implementation of approved programs.

Meanwhile, the CGIAR is urged to:

1. continue its efforts to expand its membership from both the North and the South;

2. solicit the philanthropic financial participation of the private sector without compromising the public goods character of the CGIAR's research; and

3. explore the feasibility of setting up a fund or a foundation which can seek contributions to support agricultural research.

Additionally, the CGIAR is encouraged to undertake research in Eastern Europe and in countries of the former Soviet Union. However, as more than a marginal effort will be required, such activities should be initiated only when a clear program of work where the CGIAR has a distinctive comparative advantage has been established, and a minimum level of separate and additional funding has been secured. For this purpose, the CGIAR should establish a separate fund to ensure no diversion or dilution of the current focus of responsibilities. The CGIAR should carry out an analysis to determine options for decisionmaking in this area of activity. In the meantime, contacts with scientific establishments in that part of the world should be encouraged.



